CALMAR
DOWNTOWN PLAN

EDMONTON METROPOLITAN REGIONAL PLANNING COMMISSION

MAY 1988

EDMONTON METROPOLITAN REGIONAL PLANNING COMMISSION
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R.G. Madziya, M.A., M.C.I.P
EXECUTIVE DIRECTOR

YOUR FILE .....

1216-5

OUR FILE .....

August, 1988

Mayor Louise Rumbles and Council
Town of Calmar
P.O. Box 750
Calmar, Alberta
T0C 0V0

Dear Mayor Rumbles and Council

Re: Calmar Downtown Plan

It is my pleasure to present you with the final edition of the Downtown Plan as prepared by the staff of the Edmonton Metropolitan Regional Planning Commission. The Plan contains land use policies; suggestions for enhancing the Town's image and appearance, recommendations for maintaining and improving circulation, parking and utility servicing; and recommendations concerning business development and promotion, to develop downtown Calmar as a prosperous and friendly place.

A number of individuals and groups contributed to the preparation of this Plan. Special thanks are due to the Mayor and members of the Town Council and the Chairman and members of the Downtown Plan Committee for their assistance, input and encouragement. With the continuing support of Council, the business community and the residents of Calmar, the downtown will continue to develop as the heart of the community.

I trust that the plan will serve as a useful reference and policy document and will assist Council and the business community in their future planning endeavours.

Yours truly

R.G. Madziya, M.C.I.P.
Executive Director

PW:md

TOWN OF CALMAR

By-LAW NO. 723

DOWNTOWN PLAN

A by-law to designate the Central Area of the Town of Calmar in the Province of Alberta as a Redevelopment Area and to adopt the Downtown Plan

WHEREAS Sections 65 and 67 of the Planning Act, R.S.A. 1980, authorize a Council to implement an area redevelopment plan; and

WHEREAS The Council of the Town of Calmar deems it necessary and desirable to plan for the future of the downtown of Calmar;

NOW THEREFORE The Municipal Council of the Town of Calmar, duly assembled, hereby enacts as follows:

1. This By-law shall be cited as the Calmar Downtown Plan.

2. The Downtown as outlined on the map attached as Map 3, Study Area, is designated as a redevelopment area pursuant to Section 65(a) of the Planning Act.

3. The text that is attached is adopted as the Calmar Downtown Plan pursuant to Section 65(b) of the Planning Act.

FIRST READING April 22nd, 1988

SECOND READING May 2nd, 1988

THIRD READING CARRIED May 2nd, 1988

MAYOR

ACTING MUNICIPAL SECRETARY

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ACKNOWLEDGEMENTS

This Plan is the result of contributions of a number of individuals, interest groups and elected and appointed officials of the Town of Calmar. Special mention is made of the contribution of the Downtown Plan Committee, namely:

Ron Wigington - Committee Chairman
Louise Rumbles - Mayor
Nancy Nikirk - Councillor
Dan Hedine - former Councillor
Ben Dupuis - Business Representative
Cam Grue - Citizen Representative
Lavonne Carson - Chamber of Commerce Representative

The technical work on the Plan was undertaken and co-ordinated by the Edmonton Metropolitan Regional Planning Commission staff, namely:

R. G. Madziya	Executive Director
Eugene L. Dmytruk	Manager, General Planning Branch
Patricia Wankiewicz	Project Planner
Ctibor Skoda	Economist
Jim Mackie	Planner
Gordon Willis	Technologist
Ross Martin	Chief Draftsperson
Alberto Zepeda	Drafting Technologist
Karen Schafer	Drafting Technologist
Wally Fletcher	Printer
Maureen Dawson	Word Processing
Margaret Sereda	Word Processing

Valuable comments and suggestions were also provided by other members of staff and by Alberta Transportation.

The historical photographs of the Town of Calmar, on Pages 5 and 51, are adapted from Provincial Archives of Alberta: Photograph BA559, and are used with the Archives' permission.

I. INTRODUCTION

1.0 Overview

The Town of Calmar is situated in the central part of the County of Leduc, approximately 50 kilometres southwest of Edmonton (Map 1 - Regional Location). With Highway 39 as the main street (50th Avenue) within the municipal boundaries, the Town developed in an elongated pattern along the highway. The Downtown has maintained this elongated pattern (Map 2 - Location of the Downtown).

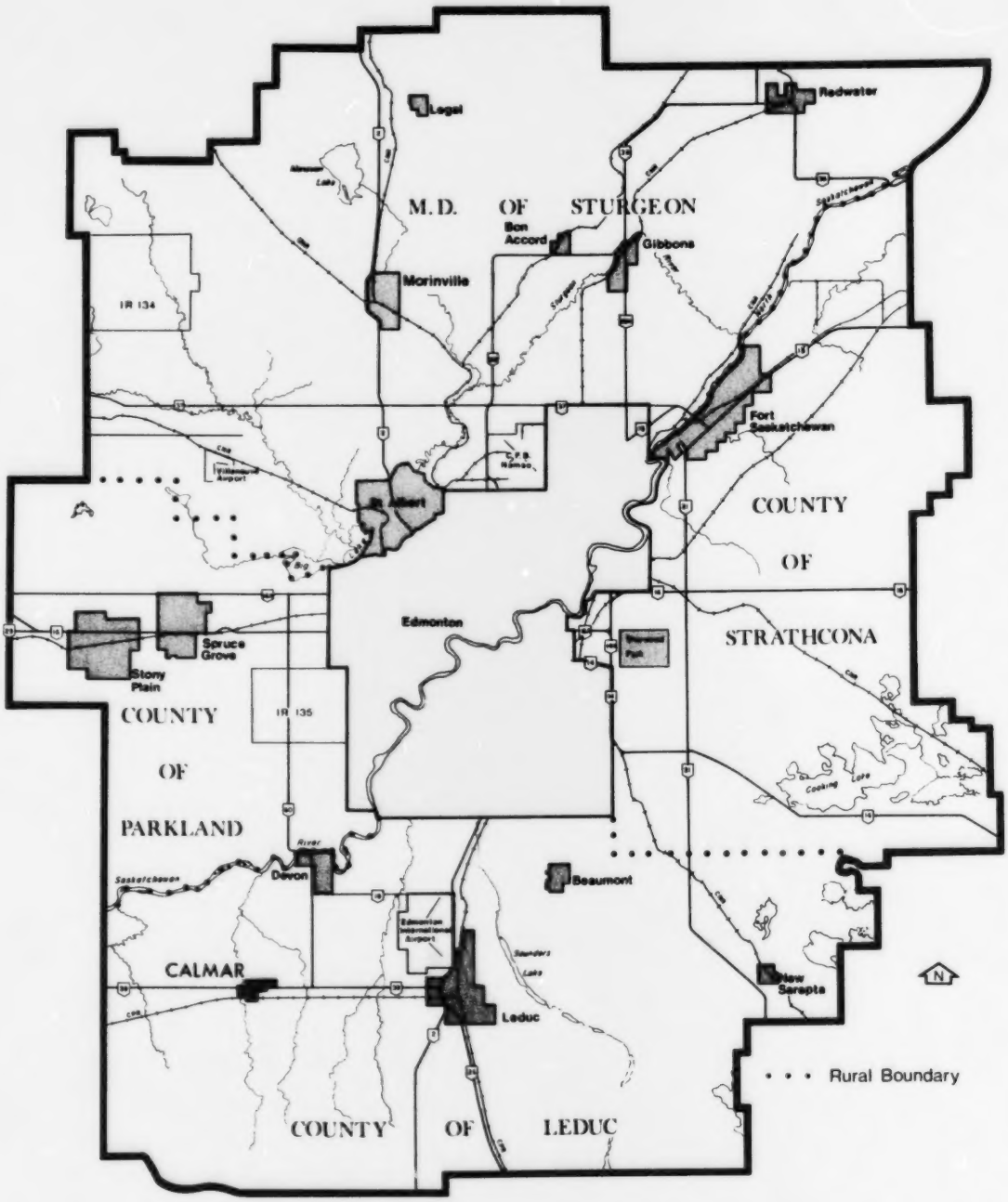
The population of Calmar, as reported in the 1987 municipal census, is 1160. Based on an evaluation of Regional trends and the development potential of the Region's municipalities, the population projection for Calmar ranges from 1290 to 1460 by the year 2001. Similarly, commercial floor space and land requirement projections are relatively low.

Over the years, the Town of Calmar has functioned as an agricultural and oilfield service centre, as well as a dormitory community. Because of its size and proximity to surrounding large urban centres, Calmar is at a disadvantage in terms of economic development. The trade area, both urban and rural, is relatively small. The fact that many residents are employed outside the Town has also limited development.

Calmar's existing retail and service outlets provide essential goods and services. In order to expand the commercial base, more people must be encouraged to, firstly, come downtown and, secondly, shop locally. In a community the size of Calmar, the relationship between business, social and recreational activities is very strong.

Despite the low population and commercial projections, the Town of Calmar is taking an aggressive and pro-active approach to downtown revitalization. The Calmar Downtown Plan process and the Plan itself are part of this approach. The Calmar Downtown Plan covers the area outlined on Map 3 - Study Area. The study area includes both the existing commercial core and adjacent areas which could be affected by future downtown expansion.

There are indications that the Town's economic situation is improving. Over the past year, there has been a net increase in the number of businesses, a new commercial development is underway, several older commercial buildings have been renovated and most of the recently vacant buildings are now occupied. With continued efforts by the whole community, the Town of Calmar could achieve its vision of a "small town main street" and a "flourishing downtown."

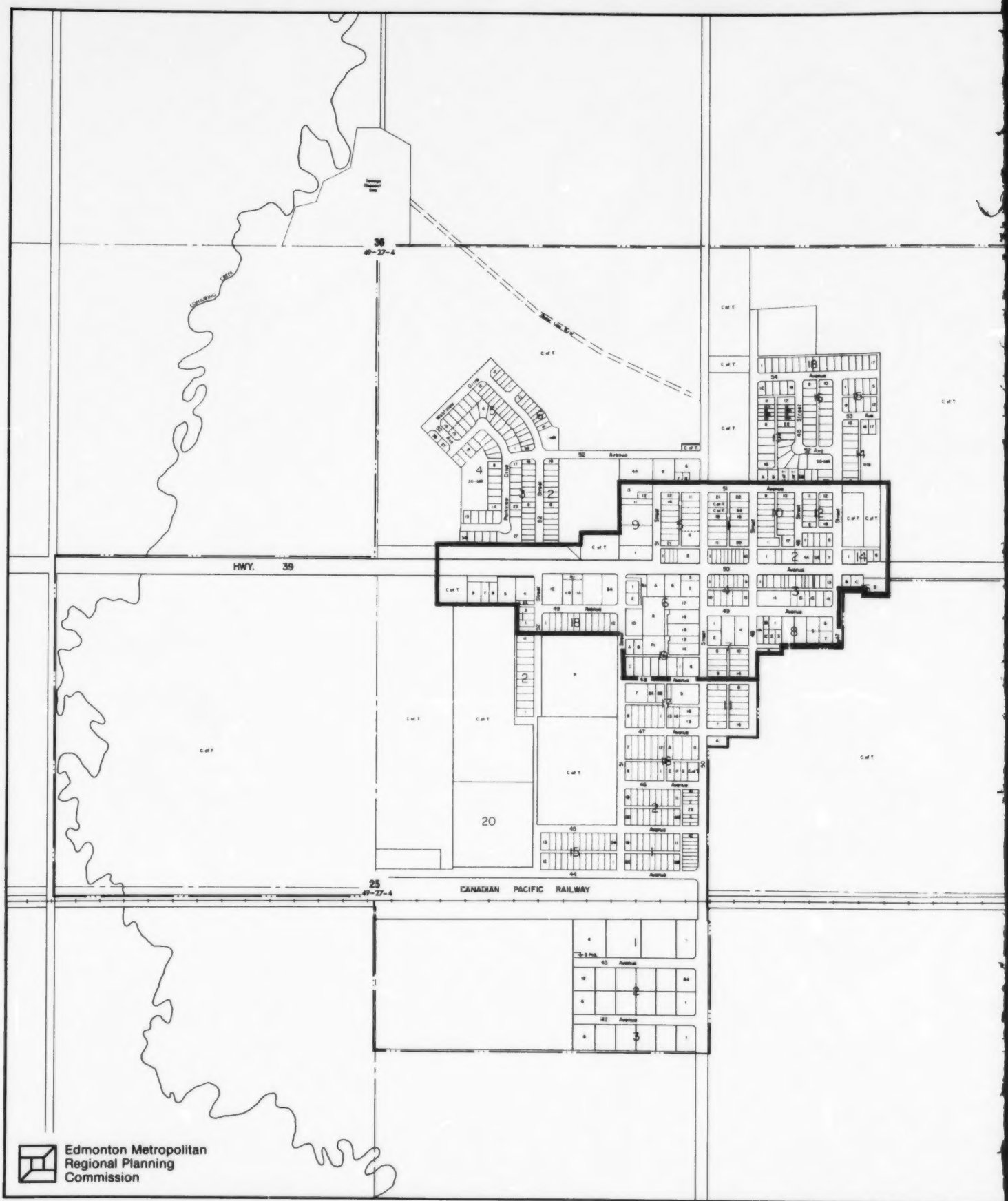


Map 1

REGIONAL LOCATION

Edmonton Metropolitan Regional Planning Commission

CALMAR DOWNTOWN PLAN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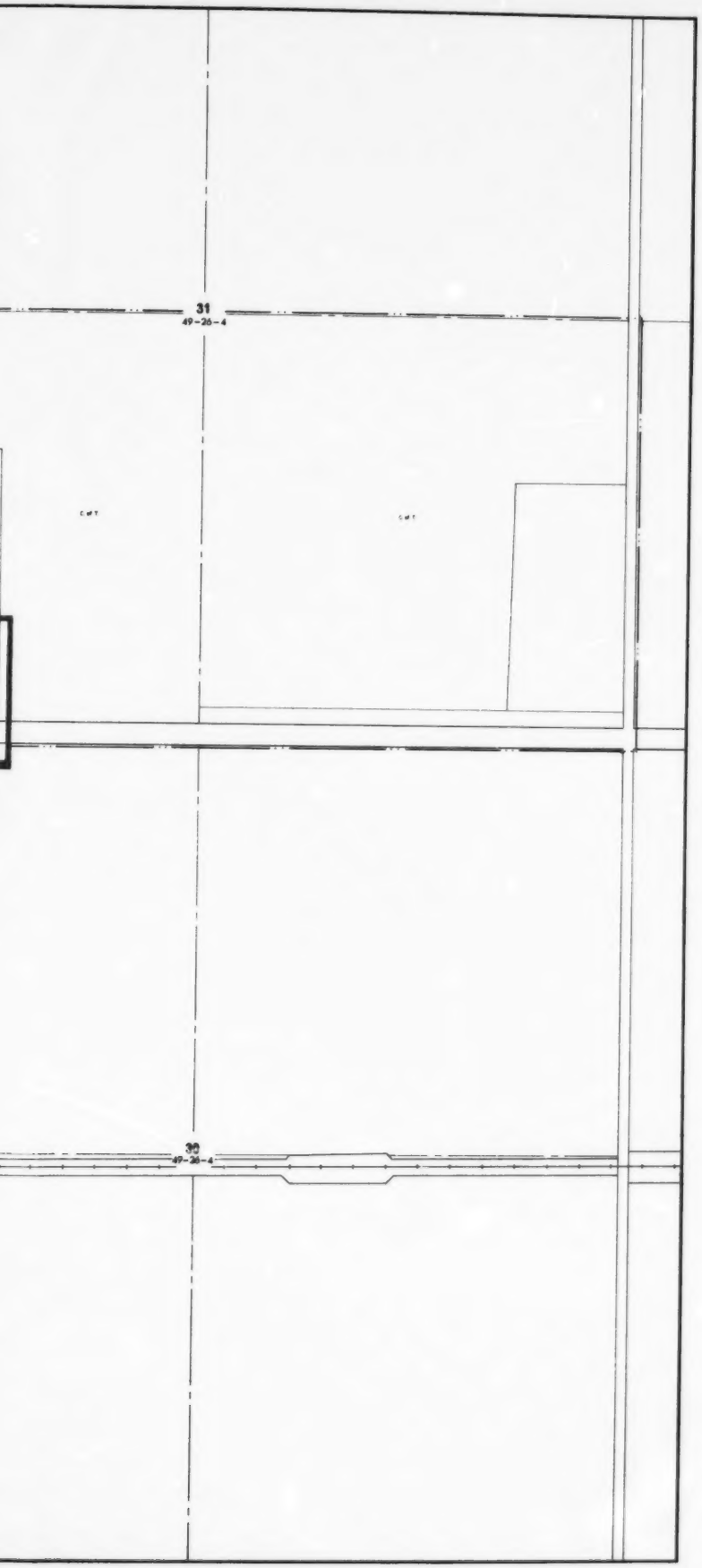
CANADIAN PACIFIC RAILWAY
Edmonton Metropolitan
Regional Planning
Commission



Study Area Boundary

Town Boundary

0 200 600 1000 feet

0 100 200 300 metres

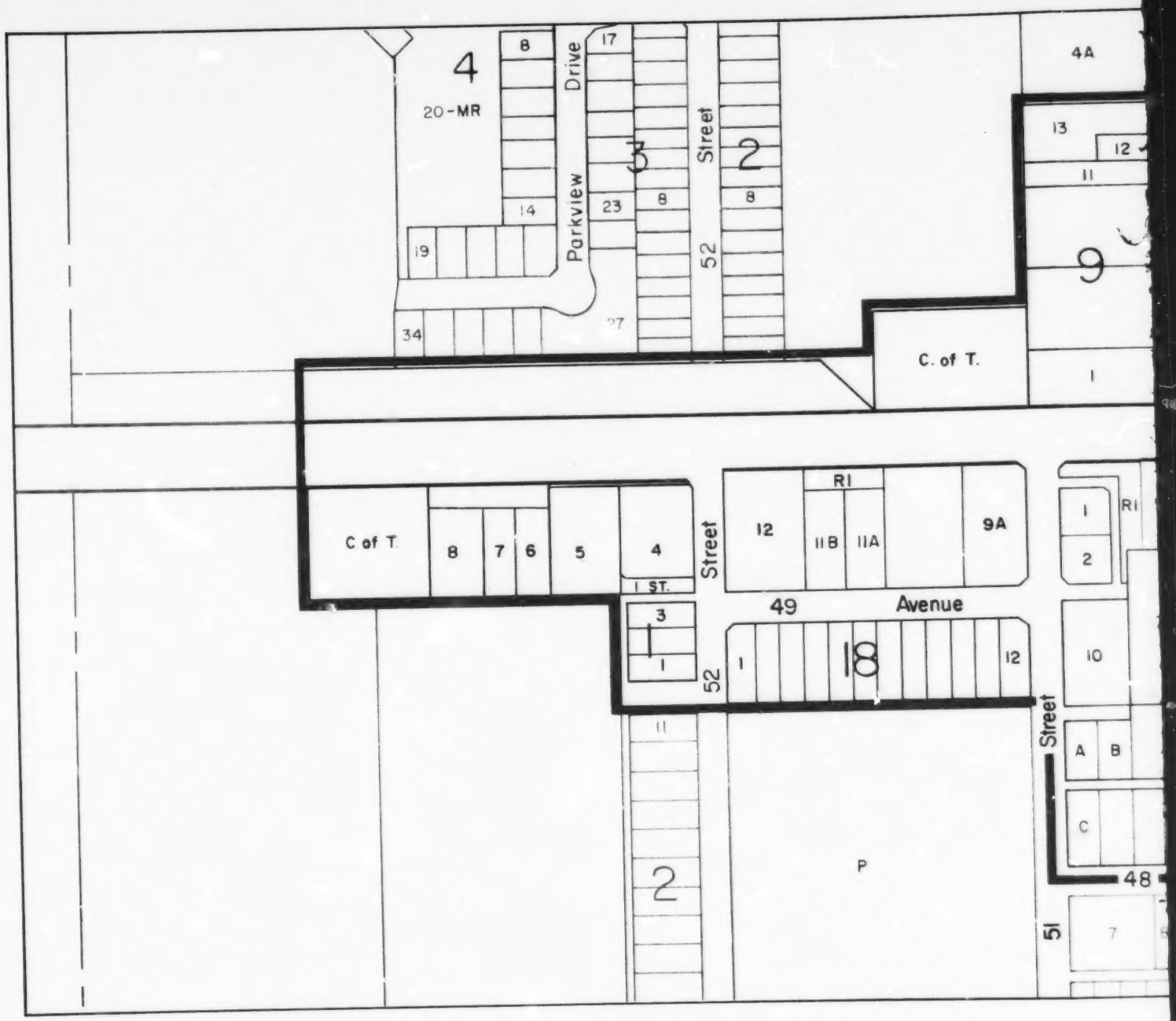
N

Map 2

LOCATION OF THE DOWNTOWN

CALMAR

DOWNTOWN PLAN



Study Area Boundary

Edmonton Metropolitan
Regional Planning
Commission

0
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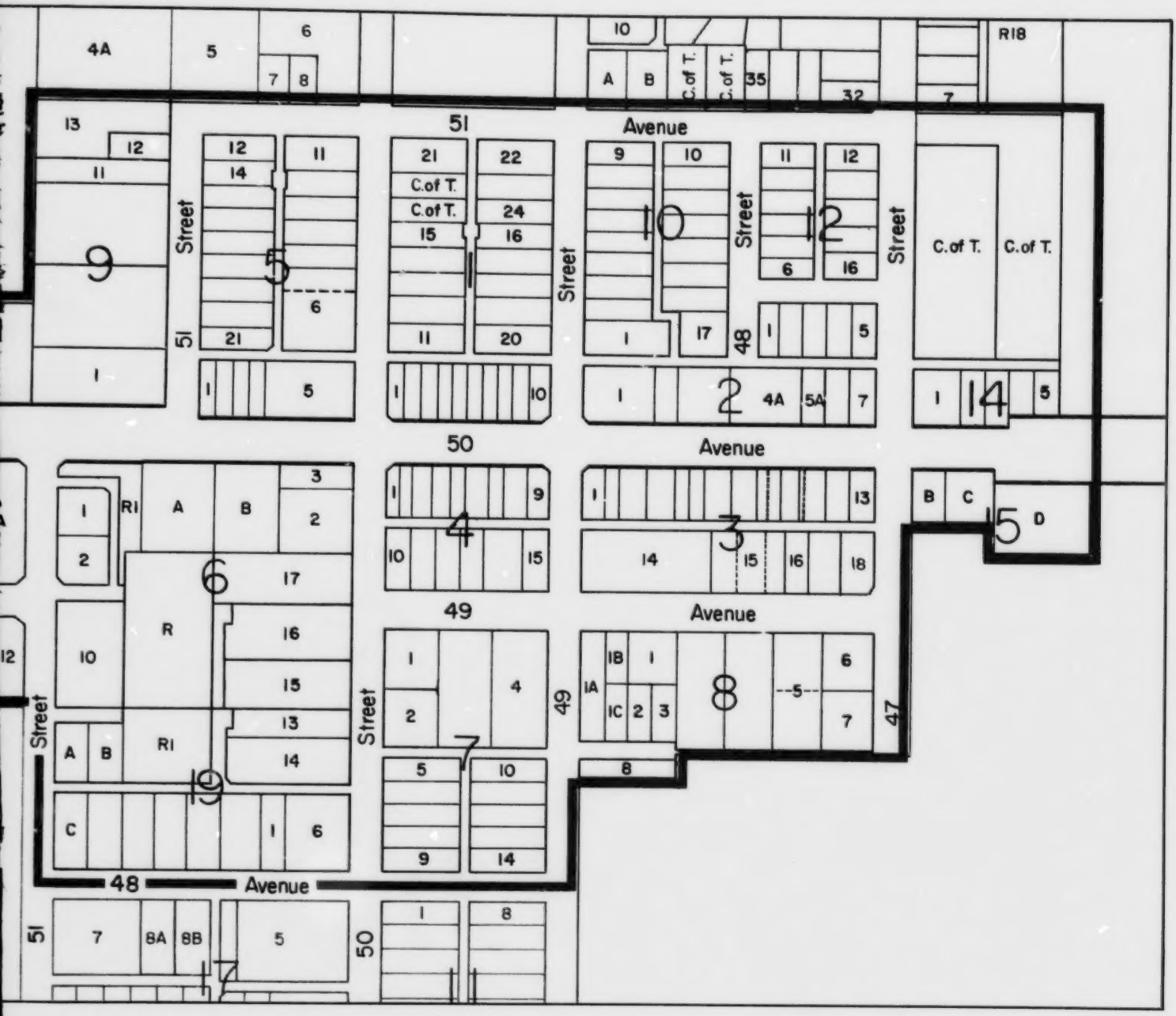


0 100 200 300 400 feet

0 50 100 metres

N

Map 3

STUDY AREA

CALMAR

DOWNTOWN PLAN

CALMAR - 1920's

CALMAR - 1980's

2.0 PURPOSE OF THE PLAN

In 1980, the Town of Calmar, with the technical assistance of DeLCan (DeLeuw Cather, Canada Ltd.), prepared a General Municipal Plan (G.M.P.). The G.M.P., which was adopted as By-law No. 484, recognizes the downtown as the "major commercial core" and as the "heart" or "focus" of the community. However, other than identifying future commercial land requirements and areas of future commercial expansion, the present G.M.P. provides few guidelines for downtown redevelopment. As a planning document for the community as a whole, the G.M.P. is too general to address downtown redevelopment in sufficient detail, particularly the physical, economic, social and organizational aspects and the special problems associated with having Highway 39 as main street.

As the "heart" of the community, the downtown merits special attention. The Downtown Plan provides this attention, by presenting a framework for undertaking revitalization activities in the central area and by establishing policies and actions to ensure the long term viability of the downtown. In accordance with General Municipal Plan objectives, the purpose of the Downtown Plan is as follows:

(a) To guide and enhance the orderly development of land within the downtown; achieve orderly, efficient and appropriate patterns of land use; and ensure that development and redevelopment will be of the highest quality.

(b) To maintain and enhance the downtown as the business, social, cultural and entertainment focus of the Town and the surrounding area.

(c) To strengthen the commercial function of the downtown and encourage the development of a full range of commercial activities to satisfy the needs and desires of the community.

(d) To improve the appearance and aesthetics of main street and other downtown roadways, and create a distinctive character which reflects the heritage of the Town.

(e) To provide for convenient parking, adequate to meet the needs of the downtown and to minimize pedestrian and vehicular conflicts.

(f) To provide opportunities and mechanisms for all groups and individuals with an interest in the downtown to participate in the on-going planning and development of the downtown.

The Downtown Plan is only a beginning, the "map" which Council, business people and residents will follow to address issues and overcome obstacles in a combined effort to revitalize downtown.

3.0 PROCESS

The Edmonton Metropolitan Regional Planning Commission (E.M.R.P.C.) was requested by the Town of Calmar to prepare a Downtown Plan in the 1986-87 fiscal year.

The legislative authority for the preparation and adoption of an area redevelopment plan, and in this instance a Downtown Plan, is outlined in the Planning Act, R.S.A. 1980 under Sections 65, 66 and 67. These sections describe how a Council may, by by-law, designate an area of the municipality as a redevelopment area for the purpose of carrying out land and/or building improvements, as well as undertaking improvements to roadways, public utilities or other services in the area.

In order that a cross-section of the community's interests would be reflected in a plan of this type, Council appointed the Calmar Downtown Plan Committee to work with staff of the E.M.R.P.C. The seven-member committee consisted of members of Council, members of the business community (including a representative from the Chamber of Commerce) and citizens-at-large. The Committee met regularly from February, 1987 to March 1988 and provided valuable assistance in the planning process.

A survey of downtown businesses was conducted in the Spring of 1987 to compile the views of the business community regarding their downtown and downtown revitalization. Details and results of this survey have been published in the background report Results of the Downtown Business Survey. A number of other background reports were also prepared based on these findings and research required for the project; these reports provide background and additional information to the introductory paragraphs, policies and action statements found in the Plan.

The Downtown Plan process is outlined below:

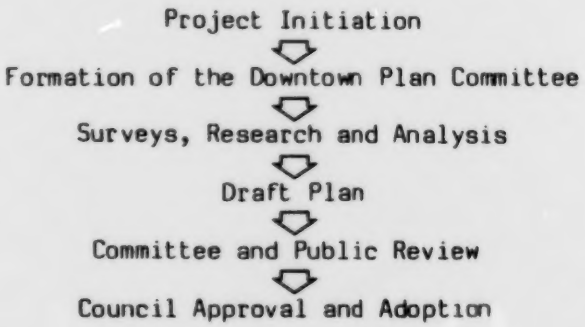


Figure 1: Downtown Plan Process

4.0 FORMAT

The Calmar Downtown Plan is a policy and action document directing the future development of the downtown. Seven topic areas, or Plan Components, were identified as being key areas for investigation. Each Section in Part IV of the Plan consists of a brief introduction, providing limited background to the reader, followed by Policies and Actions. Policies are statements of specific direction agreed upon by decision-makers, while actions represent specific activities that can be undertaken to carry out these policies.

The Plan is a municipal document developed and implemented by Council. Therefore, the policies and actions begin with the words "The Council" or "The Town". It is recognized, however, that it is not always Council's prerogative or responsibility to carry out an activity and, in these cases, Council encourages or works with other groups or individuals who are involved in the implementation of the Plan.

The Council of the Town of Calmar shall determine the meaning of a term or policy in case of any confusion or disagreement on interpretation.

In interpreting the Plan, the Town shall apply the policies of the Plan with a degree of discretion and common sense, recognizing the unique local situation and the intent of the objectives and policies.

In interpreting the policies, the following shall apply:

(a) "shall" when used in the Plan means that the policy must be applied;

(b) "should" denotes a recommended course of action which can be varied providing the overall intent of the policy is maintained;

(c) "will" denotes an intent to undertake action, subject to further study or fulfillment of certain criteria.

For the purposes of this Plan, the following land use classifications are used to distinguish between appropriate and inappropriate uses in each of the downtown character areas and to provide guidelines for future development.

Primary Commercial Use - means a commercial activity which provides a direct retail or service function to the final consumer, is land intensive and gravitates in and around the central retail core. Without restricting the foregoing, a primary commercial use may include: a retail store, an entertainment facility, a professional service establishment, an office, an eating and drinking establishment and a hotel or lodging facility. A retail store may include a workshop area which must be accessory to the retail function.

Secondary Commercial Use - means a commercial activity which provides a direct retail or service function to the final consumer and which may be more land extensive than a primary commercial use, may require a large amount of floorspace or land area for the storage and display of products for sale and may require a workshop area with or without a retail outlet. Without restricting the following, a secondary commercial use may include: retail lumberyards, woodworking or furniture manufacturing and repair shops, household repair shops, workshops associated with the building trades, storage associated with construction and the building trades, custom manufacturing and vehicle repair shops.

Vehicle Oriented Commercial Use - means a commercial activity which serves the automobile or travelling public and requires a location which provides good visibility and accessibility along major thoroughfares. Without restricting the foregoing, a vehicle oriented commercial use may include: service stations, motels, drive-in restaurants, convenience food stores and vehicle repair shops.

Neighbourhood Commercial Use - means a commercial activity which provides a low intensity retail or service function to the final consumer, is located adjacent to or within a residential neighbourhood and serves the day to day needs of those residents. Without restricting the foregoing, a neighbourhood commercial use may include: convenience food stores, barbershops and beauty parlors, drugstores, bakeries, take-out restaurants and gas bars.

Light Industrial Use - means a business activity which involves manufacturing, processing, bulk distribution, assembly, warehousing or repair, which may require the outdoor or indoor storage of products or the carrying out of operations outdoors and which, generally, does not create a nuisance factor beyond its site boundaries. Without restricting the foregoing, a light industrial use may include: bulk oil stations, warehousing and cartage firms, auto body repair, construction companies, welding and painting shops, auctioneering establishments, equipment rental and service and agricultural services and supplies.

Institutional Use - means a building or lot used for public services or the provision of community facilities by the municipality, by any local authority or board of a municipality, by any department, commission or agency of the provincial or federal government or by any recognized religious or community organization. Without restricting the foregoing, an institutional use may include: municipal offices, churches, firehalls, schools, recreational facilities and public utility offices.

Multiple Family Residential Dwelling - means a residential dwelling containing more than two dwelling units joined by a common wall with separate or communal entrances. Without restricting the foregoing, a multiple family residential dwelling may include: apartments, town houses, senior citizens homes and multiplexes.

II. GOALS AND OBJECTIVES

From discussions with the Downtown Plan Committee, the business community and Council, and from a consideration of the present situation (assets and constraints, issues and opportunities) and future aspirations (what the community as a whole would like the downtown to be), the following goals have been identified for the Town of Calmar's downtown:

SMALL TOWN MAIN STREET - CALMAR'S DOWNTOWN AS A TRADITIONAL "SMALL TOWN" MAIN STREET, WITH A SMALL TOWN ATMOSPHERE AND ENVIRONMENT MAKING IT THE "HEART" OR "FOCUS" OF THE COMMUNITY.

A FLOURISHING DOWNTOWN - CALMAR'S DOWNTOWN AS A PROSPEROUS CENTRE OF BUSINESS, COMMERCE, CIVIC SERVICES, CULTURAL AND LEISURE ACTIVITIES AND EMPLOYMENT.

In order to attain these broad, long-range goals, the Town has adopted a number of short-term, more specific goals which, together, will create a "small town main street" and a "flourishing downtown."

(a) "people" places and activities that would draw residents and visitors alike into the downtown for shopping, services and leisure activities.

(b) a comfortable and unique atmosphere making residents and visitors feel welcome and well-served.

(c) a clean, bright, co-ordinated streetscape which residents could take pride in and visitors would remember.

(d) an attractive downtown, including landscaping, street furnishings and building details, so that natural elements complement man-made elements in the streetscape.

(e) conservation of buildings of local, historical and/or architectural interest.

(f) a continuous streetscape with no vacant, unused buildings or lots.

(g) a wide variety of retail and office activities to serve the needs of residents and visitors.

(h) a vibrant marketplace that looks, and is, economically prosperous.

(i) a compact, recognizable commercial core, with no non-compatible uses.

(j) more highway-oriented commercial activities.

Before the goals for Calmar's downtown can be achieved, there are several areas of concern which must be addressed. These are the problems (obstacles) and unexploited opportunities (unrecognized assets) preventing the community from realizing its goals. For each area of concern, an objective has been formulated; from these positive statements of intent will come detailed policies and actions to guide the Town of Calmar in its efforts to create a "small town main street" and a "flourishing downtown".

THE ROLE OR FUNCTION OF CALMAR'S DOWNTOWN

Calmar's downtown serves both Town (and surrounding area) residents and tourists. This has important implications in terms of goods and services provided, hours of operation, days open, number of staff, promotion events and techniques, parking and circulation, etc.

Objective: to "balance" both roles of the downtown, that of a year-round "heart" of the community and that of a tourist "stop-off" spot.

ORDERLY AND EFFICIENT GROWTH

As in many prairie communities, Calmar's downtown area developed in a linear form centred on a main highway. Somewhat "haphazard" development in the past has created some inconsistencies and conflicts in the land use pattern, while uncertainty as to the extent, direction and pattern of future growth may cause further land use conflicts and fragment the downtown.

Objective: to establish the downtown as a recognizable, logical and well-structured entity, through land use and growth management.

CIRCULATION AND PARKING

The transportation system in Calmar's downtown area is fairly adequate in terms of handling both local and highway traffic. However, there are some specific concerns with respect to parking, pedestrian movement, traffic flow and routing which will require more detailed study.

Objective: to provide for the safe and efficient movement of people and vehicles within the community.

UTILITY SERVICING

Utility servicing plays a key role in downtown redevelopment and expansion. An inadequate utility infrastructure can hinder redevelopment and limit expansion.

Objective: to ensure that new development can be accommodated with adequate provision for utility servicing.

ENVIRONMENT

The appearance of Calmar's downtown, while not unpleasant, is rather ordinary and "forgetable". There are improvements that could be made, including better maintenance, landscaping and building design, which would create an attractive "small town main street" and make the downtown a recognizable, more "memorable" entity.

Objective: to create a more attractive visual, physical, social and business environment for Calmar's residents and visitors.

ORGANIZATION

Both the public sector and the business community are concerned about the continued survival of and improvement to the downtown as a vital part of the community. However, there is no management structure which could initiate, direct and co-ordinate individual and group actions in order to make the best use of available resources. In addition, the effectiveness of any business organization is hampered when there is a lack of interest, commitment and aggressive leadership.

Objective: to encourage business and community participation in downtown improvement programmes and to establish an effective management structure to implement programmes and actions required for downtown revitalization.

BUSINESS DEVELOPMENT

Calmar's downtown provides some basic goods and services to its market area. However, its proximity to Leduc and Edmonton, the costs of development and the generally poor economic conditions discourage investment in the Town.

Objective: to encourage the retention and expansion of existing businesses and to attract new investment to the community.

PROMOTION

Opportunities exist within the downtown area for enhancing its prominence in the community and the surrounding area. However, the need has not been fully recognized for a strategy which would promote the downtown, capitalize on its assets and encourage further development.

Objective: to promote the Town both locally and regionally, and to both Calmar residents and visitors.

III. ROLE OF THE DOWNTOWN

The Town of Calmar General Municipal Plan (1980) recognizes the downtown as the Town's "heart" or "community focus". At present, the major retail and service outlets servicing the Town and its rural trading area are located in the downtown area, along 50th Street (Highway 39) between 47th Street and 51st Street, and, to a much lesser extent, along 49th Avenue between 47th Street and 50th Street.

Furthermore, community and religious facilities, public and semi-public buildings and several major recreational facilities are located in the downtown. Therefore, in addition to being the commercial core, the downtown is the hub of many social, community and recreational activities.

The Town has long realized the important link between the role of the downtown as a commercial centre and the role of the downtown as a community centre. There is a third role which Calmar's downtown plays - that of a "stop-off" centre for travellers along Highway 39 and Secondary Road 795.

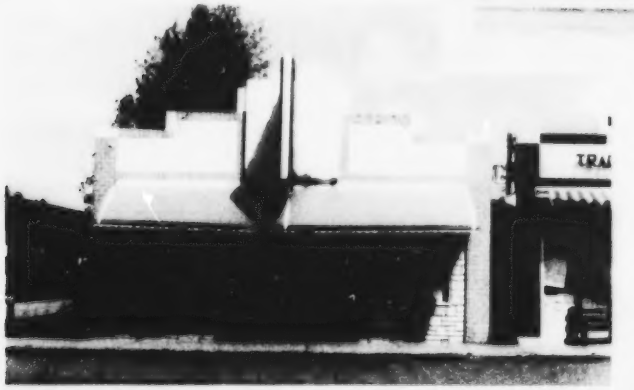
As evidenced from the business survey and from discussions with councillors, business people and interested citizens, all three roles are important for Calmar's downtown. The preparation of a Downtown Plan is the first step in the on-going efforts of the Town to strengthen the roles of the downtown.

View of Main Street- looking westward

Bank of Montreal

St. Margaret Mary Church

Calmar Post Office



Calmar Bakery

IV. PLAN COMPONENTS

1.0 INTRODUCTION

This part of the Plan contains the recommended policies for downtown Calmar and a program of action to implement the goals and objectives contained in Part II. These policies and actions will guide the everyday decisions of the Town Council and the Town Administration, as well as the decisions of the community and public agencies concerned with the improvement of the downtown. The policies and actions can serve to co-ordinate these daily decisions, in the context of the goals and objectives, and assist private individuals in making better investment decisions.

The Calmar Downtown Plan consists of a series of component elements: a future land use concept, suggestions for enhancing the Town's image and appearance and recommendations for maintaining or improving the Town's circulation and parking system, utility servicing, organizational structure, business development and promotion. These components are expressed in terms of policies, actions, illustrations and conceptual ideas for areas requiring further design treatment.

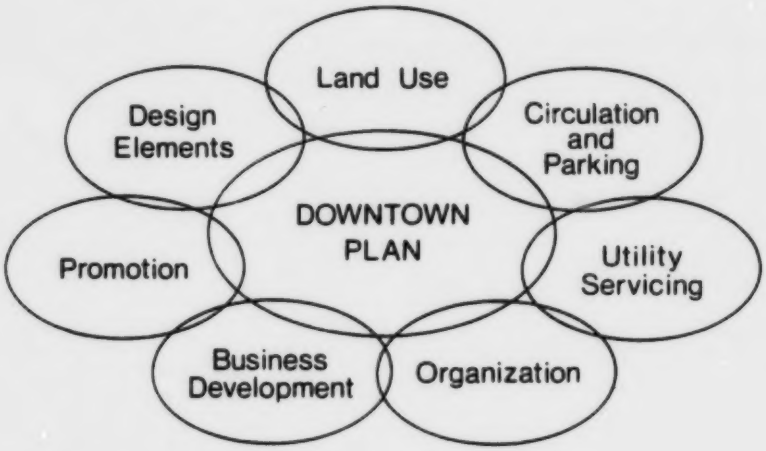


Figure 2: Plan Components

2.0 LAND USE

2.1 Introduction

Calmar's downtown has developed in a linear pattern along Highway 39 which becomes "Main Street" or 50th Avenue within the Town boundaries. As the "heart" of the community, the downtown is more than a commercial centre; within or in close proximity to the downtown are recreational, religious, administrative and service activities, industrial and residential land uses.

At present, Calmar's downtown consists of five, relatively distinct, "character" areas (Map 4 - Downtown Character Areas):

(a) the central business or pedestrian-oriented area, a two-block area along 50th Avenue, between 47th and 50th Streets, which is the oldest part of the downtown;

(b) the highway commercial or vehicle oriented area, located immediately east and west of the central business district and consisting of a one-block area along Main Street east of 47th Street and a two-block area along Main Street between 50th and 51st Streets;

(c) the mixed commercial/industrial/residential area along 49th Avenue, between 47th and 50th Streets;

(d) the residential area south of 50th Avenue; and

(e) the residential area north of 50th Avenue.

Each area has its own character, opportunities and constraints. Each area, while recognizable as a separate entity, contains a mixture of land uses, some appropriate, some inappropriate and some nonconforming under the existing Land Use By-law (Map 5 - Existing Land Use).

The allocation of land uses within the downtown will, over time, maintain, strengthen or change the character of each of these downtown character areas.

Development and expansion of Calmar's downtown should occur, as much as possible, in a harmonious and orderly fashion. However, many factors can, and do, influence commercial expansion. These factors may be land-use related, such as existing land use, future commercial floor space and land requirements and utility servicing, or non-land use related, such as population growth and projections and community goals and aspirations. All these factors have been taken into consideration in establishing the following guidelines for downtown development and expansion (Map 6 - Future Land Use Concept).

The Town should focus on infilling and redevelopment of the existing commercial core. Some vacant land and vacant space within buildings exists in the central business district and vehicle oriented commercial areas. This should be developed and older buildings renovated or demolished before expansion of the downtown area is considered. Development within the central business district should continue to be oriented toward pedestrians. In order to maintain and strengthen the character of the central business district, only primary commercial and institutional land uses should be allowed within this character area; all other types of land use should be prohibited. The vehicle oriented commercial areas should be reserved for vehicle oriented commercial uses.

Expansion of the commercial core will occur if:

(a) no more land is available in the existing core; and/or

(b) no suitable land, in terms of location, lot size or the type of development proposed, is available in the existing core.

Council has followed, and will continue to follow, the guidelines provided by the Town of Calmar General Municipal Plan (G.M.P.). The G.M.P. recommends commercial expansion southward into what is presently a Direct Control (DC-2) Land Use District along 49th Avenue, between 47th Street and 50th Street. The north side of the avenue should eventually be redeveloped as part of the central business district. The south side of the avenue (designated as "General Commercial" on the G.M.P. Commercial Concept Map), with the exception of lots fronting onto 50th Street, should be rezoned to allow a commercial/light industrial mix. Lots fronting on 50th Street should be reserved for central business district or neighbourhood commercial uses.

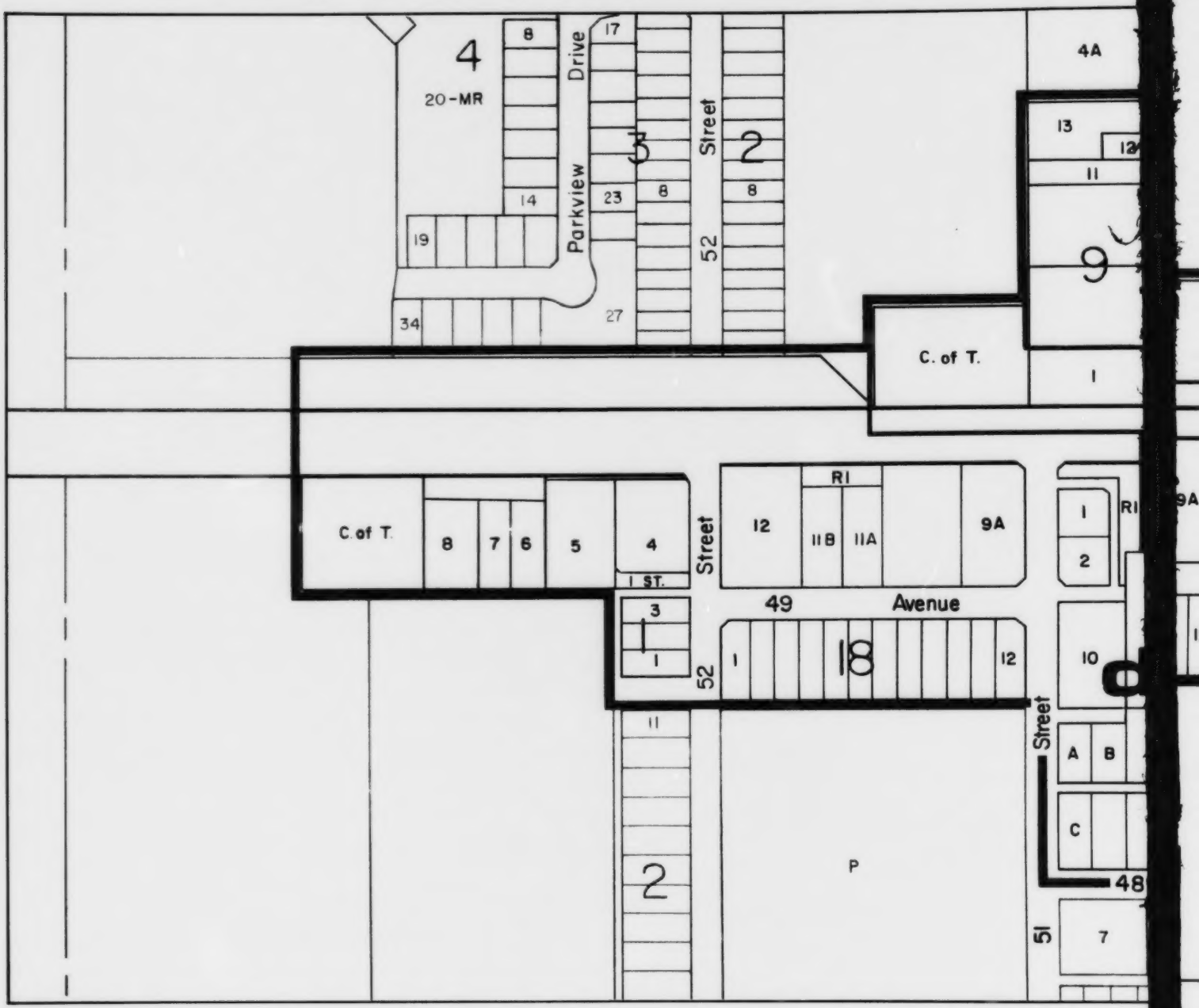
The Town has recognized the area outlined on Map 7 - Commercial/ Residential Transition Area as a transitional area. Within this area, it is the intent of the Town to:

(a) minimize hardships relating to uncertainty, development restrictions, property insurance, etc. for existing property owners;

(b) allow for commercial development and expansion as the need arises;

(c) provide a location for those commercial and light industrial uses which do not belong on Main Street but which cannot locate in the industrial park because of such factors as cost, relatively small land requirements, etc; and

(d) guide development and redevelopment so that, over time, the land use pattern will resemble that shown on Map 6 - Future Land Use Concept.



a Central Business District

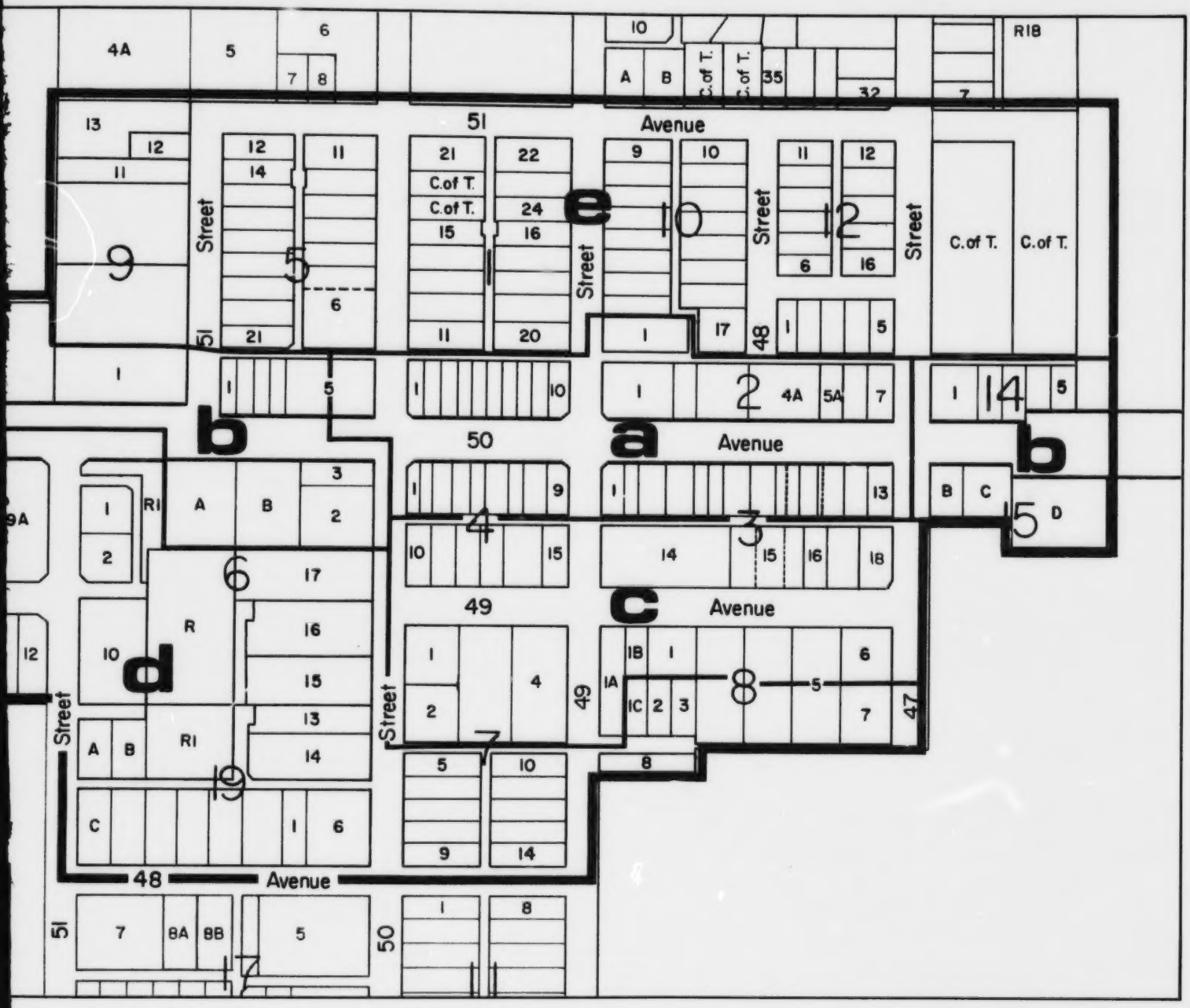
b Vehicle Oriented Commercial

c Downtown Mixed Land Use

d South Re

e North Re

Edmonton Metropolitan Regional Planning Commission



d South Residential

e North Residential

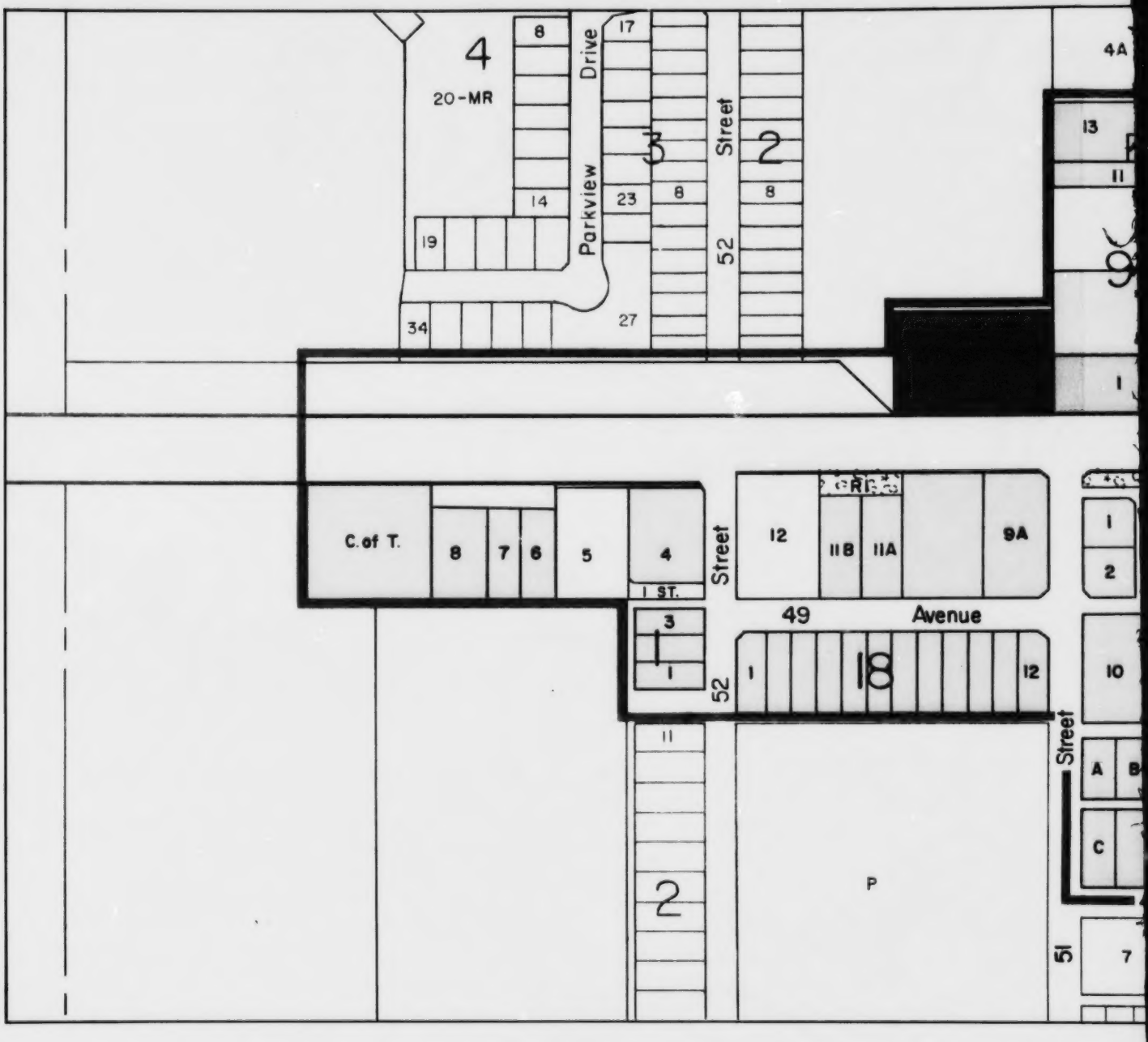
0 100 200 300 400 feet
0 50 100 metres

N

Map 4

DOWNTOWN CHARACTER AREAS

CALMAR
DOWNTOWN PLAN



Commercial

Residential

Commercial/Light Industrial

Residential (Multiple Family)

Semi-Public

Edmonton Metropolitan Regional Planning Commission

Vacant

Parks & Open Space

0 100 200 300 400 feet

0 50 100 metres

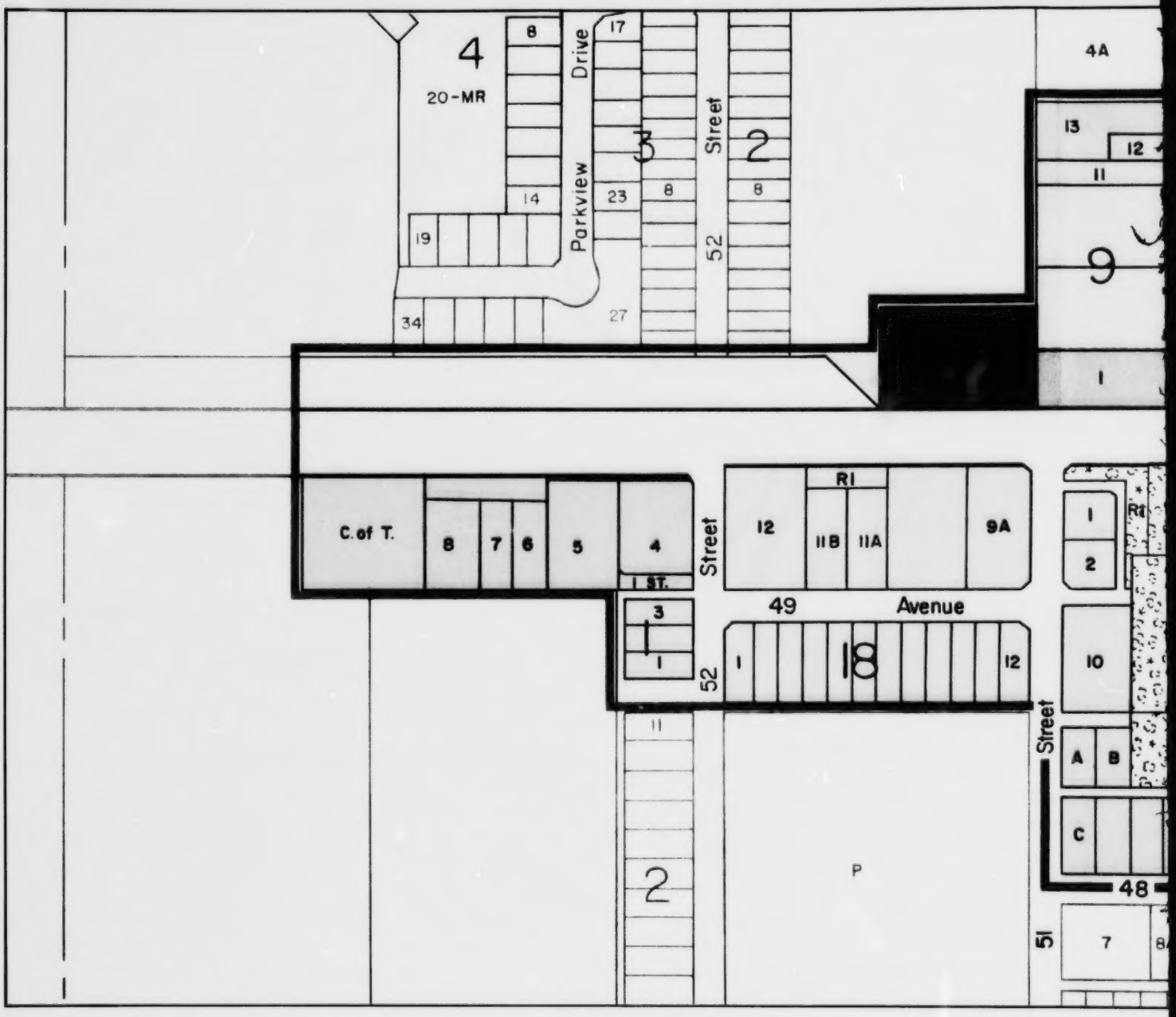
N

Map 5

EXISTING LAND USE

CALMAR

DOWNTOWN PLAN



STAGE I - INFILLING AND REDEVLOPMENT OF THE EXISTING DOWNTOWN

STAGE II - SHORT TO MEDIUM TERM EXPANSION

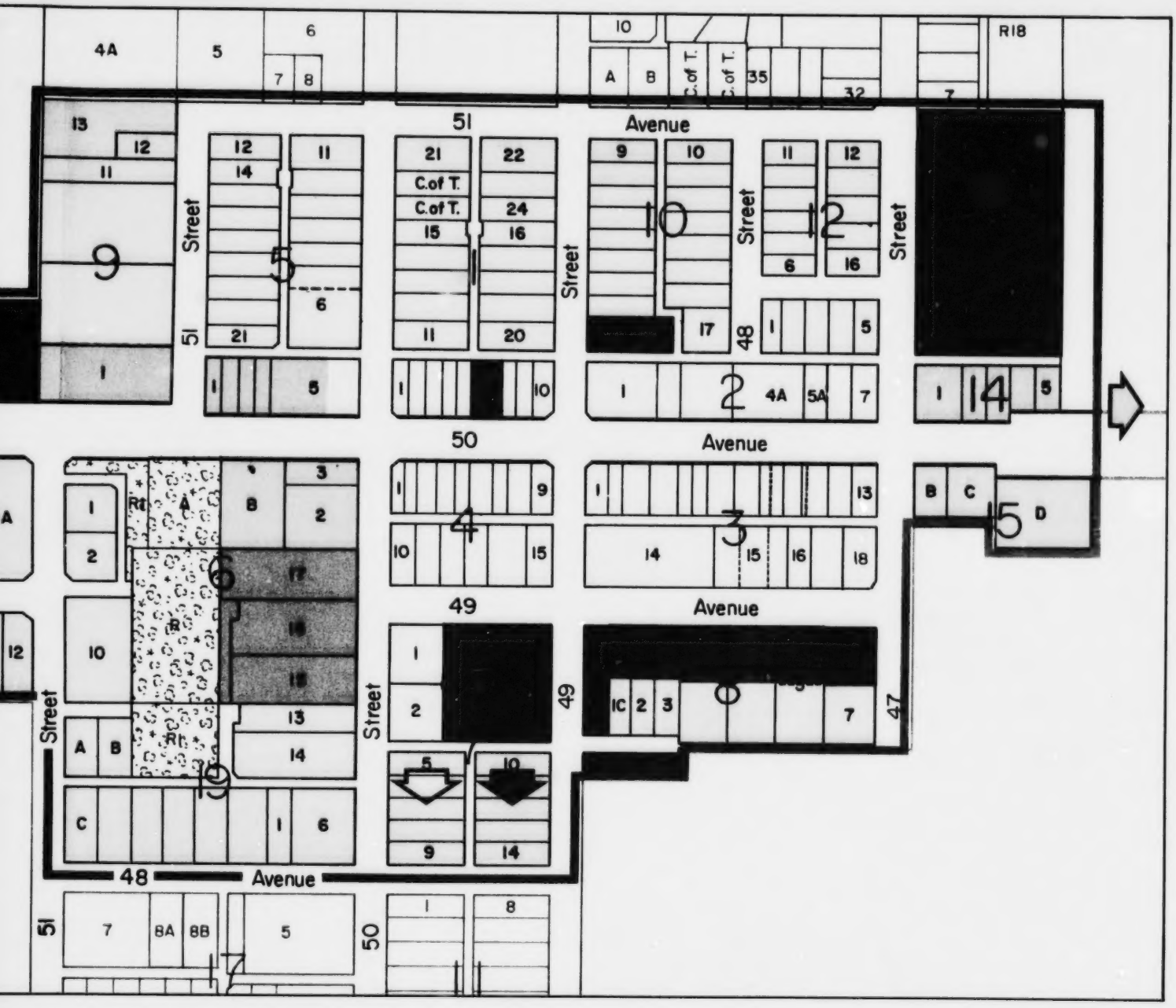
- Central Business District
- Vehicle Oriented Commercial
- Commercial/Light Industrial
- Residential - Low Density
- Residential - Medium Density
- Semi-Public
- Parkland

Edmonton Metropolitan Regional Planning Commission

STAGE III - N

- Central
- Vehicle
- Comme

0
0



STAGE III - MEDIUM TO LONG TERM EXPANSION

Central Business District

Vehicle Oriented Commercial

Commercial/Light Industrial

0 100 200 300 400 feet

0 50 100 metres

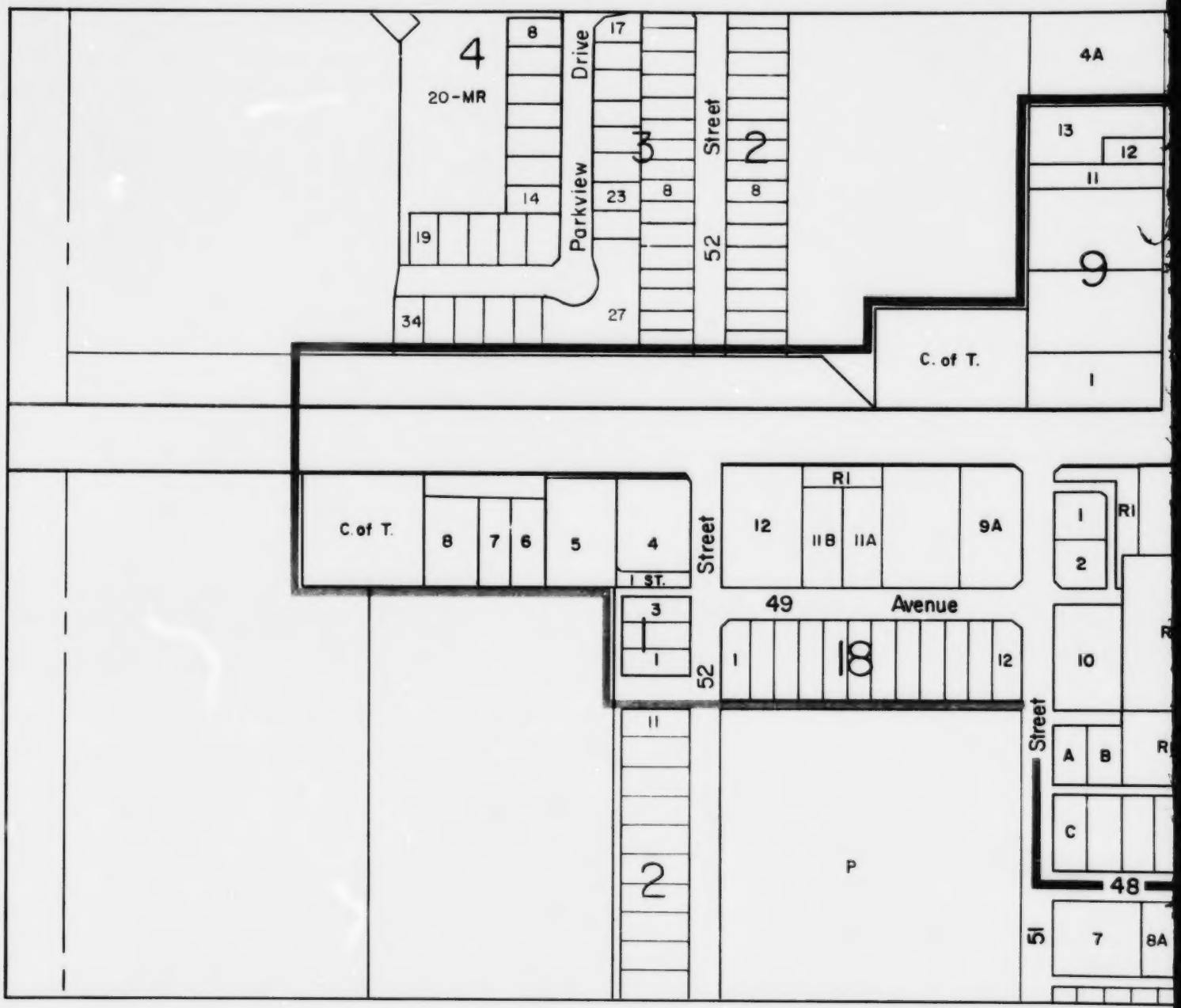
N

Map 6

FUTURE LAND USE CONCEPT

CALMAR

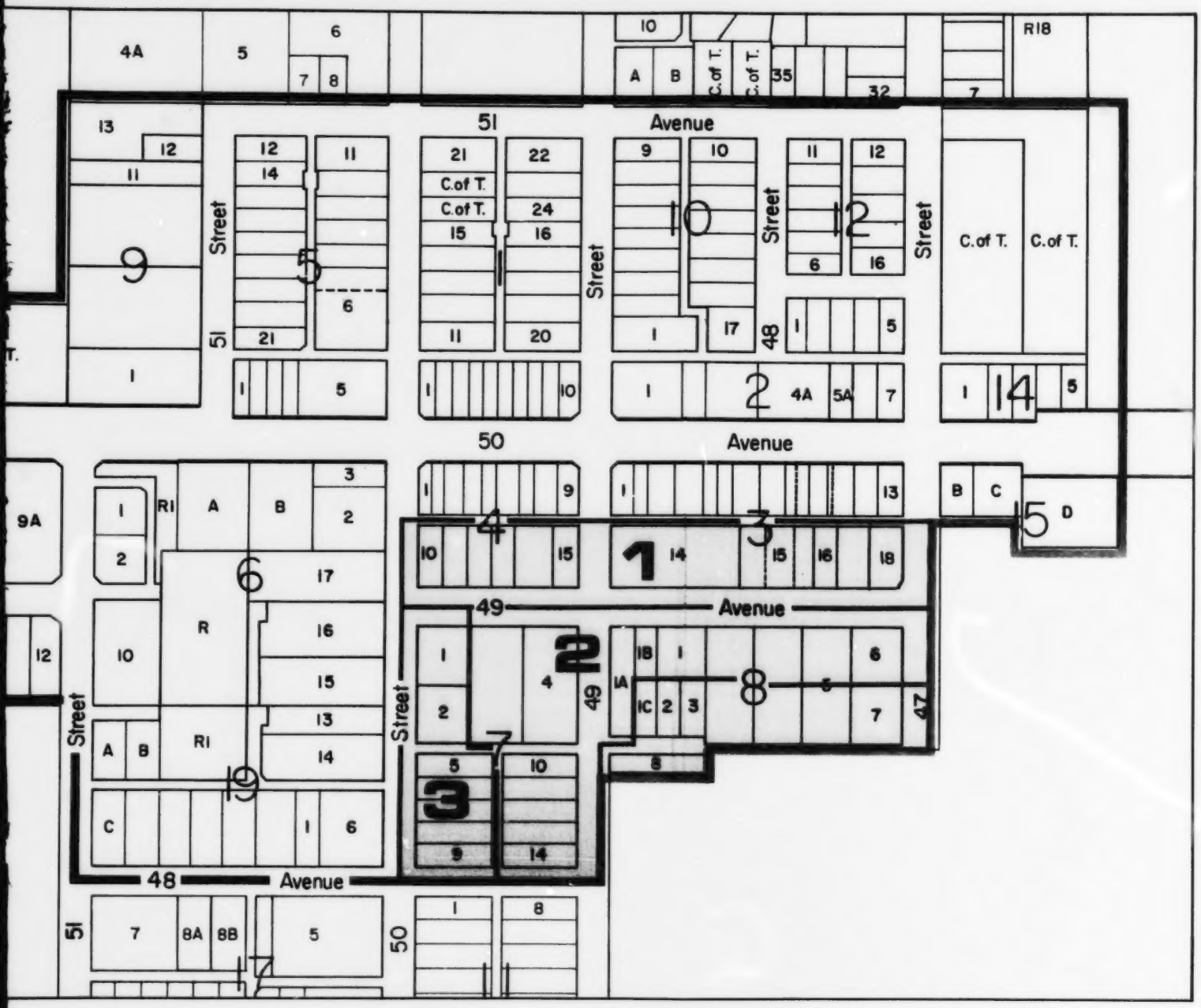
DOWNTOWN PLAN



Commercial/Residential Transition Area

5 Functional Area

Edmonton Metropolitan
Regional Planning
Commission



ion Area

0 100 200 300 400 feet
0 50 100 metres

N

Map 7

COMMERCIAL/ RESIDENTIAL TRANSITION AREA

CALMAR
DOWNTOWN PLAN

Taking into account such factors as existing land use, adjacent land uses and location relative to Main Street and Secondary Road 795, this transition area can be divided into three sub-areas (see Map 7):

(a) **Area 1** - the north side of 49th Avenue, between 47th Street and 50th Street. This area is designated in the General Municipal Plan for downtown (i.e. central business district) expansion. Ultimately, the Town would like to see this area develop as part of the central business district, but the lack of highway frontage and the present low demand for primary commercial land means that it could be many years before this area is required. The present land use is primarily single family residential interspersed with vacant lots. Existing single family residences should be allowed to remain, as long as they are in continuous use, until the area is redeveloped.

Because of its location with respect to Secondary Road 795 and the proposed "civic corner" improvement on 49th Street, the south half of Block 4 is that part of the transition area most closely connected to the central business district. This small area should be reserved for primary commercial and institutional uses. Secondary commercial development that would not have a negative impact (in terms of noise, odours, unsightly storage and so on) on adjacent primary commercial and residential uses could be allowed in Area 1, particularly between 47th Street and 49th Street. Land uses which should not be allowed in Area 1 include light industrial, vehicle oriented commercial and multiple family residential.

(b) **Area 2** - the south side of 49th Avenue, between 47th Street and 50th Street (excluding those lots fronting onto 50th Street) and the west side of 49th Street between 48th Avenue and 49th Avenue. This is the part of the transition area best suited for secondary commercial and light industrial uses. Development in this area could be buffered from the major roadways (50th Avenue and 50th Street) and most residential areas by primary commercial and institutional uses and, to a lesser extent, through landscaping. Present land use is mixed, ranging from single family residential to industrial. These existing uses should be allowed to remain, as long as they are in continuous use. Other land uses which should be allowed are primary commercial, secondary commercial, institutional and non-polluting light industrial. Uses which should not be allowed include vehicle oriented commercial and multiple family residential.

(c) **Area 3** - the east side of 50th Street, between 48th Avenue and 49th Avenue. This area, fronting on a secondary highway and major tourist route, could become an extension of the central business district. Because of its close proximity to residential development, this area should be reserved for primary commercial or neighbourhood commercial uses. Existing development consists of a service station, older single family residences and mobile homes. Existing uses should be allowed to remain until the area is redeveloped. Other land uses which should be allowed are primary commercial, neighbourhood commercial and institutional. Uses which should not be allowed include secondary commercial, vehicle oriented commercial, light industrial and multiple family residential.

Rezoning this Direct Control District to a commercial transition district would allow a variety of commercial uses to locate within this area while, at the same time, discouraging premature expansion of the central commercial core. Amendments to the Town's Land Use By-law would include a more detailed listing of permitted and discretionary uses in a transition district; the actual location of different discretionary uses within this area would be restricted by the guidelines in the Downtown Plan.

In terms of orderly and harmonious expansion, the most desirable direction for vehicle oriented commercial expansion is eastward into Northeast Calmar. However, because of utility servicing constraints, it is more likely that future commercial development will occur in the area south of 50th Avenue and west of 52nd Street (presently a Direct Control District). With residential development intervening between this Direct Control District and the existing commercial core, the Town must ensure that any new commercial development does not become a competing commercial core.

Commercial expansion along the east side of 50th Street, between 48th Avenue and 49th Avenue, is unlikely to occur until the existing commercial core is fully developed. If the land is eventually required, development should follow the guidelines for Areas 3 and 4 of the commercial transition district.

The General Municipal Plan and the Northeast Calmar Area Structure Plan provide guidelines for commercial expansion and development east of the existing commercial core. The General Municipal Plan also designates land along the south side of Highway 39 (50th Avenue) and west of 52nd Street, including land outside the Downtown Study Area, as future highway commercial.

Any commercial expansion will have an impact on adjacent residential development. North of 50th Avenue, the boundary between residential and commercial development is clearly defined by an east/west laneway. South of 50th Avenue, commercial expansion southwards into existing residential neighbourhoods east of 50th Street should be

discouraged until the land is required. South of 50th Avenue and west of 50th Street, existing residential neighbourhoods should be preserved. Multiple family housing should be encouraged on 50th Street in the area already zoned for higher density housing.

2.2 Policies

2.2.1 The Town shall ensure that, in the long-term, commercial uses shall predominate in the central business district and vehicle oriented commercial areas.

2.2.2 The Town shall support the continued concentration of commercial uses along 50th Avenue to maintain a unified and compact downtown.

2.2.3 The Town shall encourage and give preference to the infilling of vacant property along 50th Avenue.

2.2.4 The Town shall encourage the redevelopment of the existing downtown.

2.2.5 As a second stage of commercial expansion, the Town shall encourage expansion of the central business district southwards along the north side of 49th Avenue between 47th Street and 50th Street.

2.2.6 The Town shall permit commercial and light industrial uses to locate along the south side of 49th Avenue, east of 49th Street.

2.2.7 The Town shall encourage expansion of highway commercial development along Highway 39 (50th Avenue), on the north side of the highway from 47th Street eastwards and on the south side of the highway from 52nd Street westwards.

2.2.8 In terms of long-term expansion, the Town will encourage expansion of the central business district southwards along the east side of 50th Street.

2.2.9 In terms of long-term expansion, the Town shall encourage expansion of commercial and light industrial uses along the west side of 49th Street, south of 49th Avenue.

2.2.10 The Town shall endeavour to minimize the negative impact of non-residential development on adjacent residential neighbourhoods.

2.2.11 The Town will encourage the development of multiple family residential units in the area along the west side of 50th Street and immediately south of the existing walk-up apartment building.

2.3 Actions

2.3.1 Council shall review the existing Town of Calmar Land Use By-law with the objective of implementing the following:

(a) all lots in Character Area 1 (see Map 4) fronting on 50th Avenue between 47th Street and 50th Street should become part of the central business district;

(b) the existing Direct Control District along 49th Avenue should become a commercial transition area with land use and development controlled so that, over time

(i) the north side of 49th Avenue, between 47th Street and 50th Street, will become part of the central business district,

(ii) the south side of 49th Avenue, between 47th Street and 50th Street (with the exception of lots fronting on 50th Street) will become a mixed commercial/light industrial area, and

(iii) the east side of 50th Street, between 48th Avenue and 49th Avenue, will become part of the central business district;

(c) the area along the south side of Highway 39 and west of 52nd Street should become a vehicle oriented commercial area;

(d) the area along the south side of Highway 39 between 51st and 52nd Streets should remain residential;

(e) the area on the south side of Highway 39 which contains part of the Town's water reservoir should be rezoned from a commercial district to a more appropriate district, such as a semi-public, utility or recreation district.

2.3.2 Council shall review the existing Land Use By-law in order to ensure that current regulations do not restrict or hinder development of the downtown according to the policies and guidelines of the Calmar Downtown Plan. Among the sections of the Land Use By-law which should be reviewed in depth are:

(a) Section 37(2)(a) relating to building site area coverage for drive-in businesses, especially service stations;

(b) Section 45, Part VIII - Parking and Loading Regulations, particularly with regard to parking requirements and communal parking facilities;

(c) Section 63 - District Regulations, relating to the C-1, C-2, C-3, and C-MX Commercial Districts, with particular reference to the permitted and discretionary uses in each District;

(d) Section 63 - District Regulations, relating to the C-1, C-2, C-3 and C-MX Commercial Districts, with particular reference to setback, site coverage, landscaping and other requirements.

2.3.3 Council shall review the existing Land Use By-law to ensure that adequate protection is provided to residential neighbourhoods adjacent to non-residential development. Among the Sections of the Land Use By-law which should be reviewed in depth are:

(a) Section 22 - Landscaping and Amenity Areas;

(b) Section 23 - Fencing;

(c) Section 24(1) and (2) - Objectionable Items in Yards;

(d) Section 57(7), Part IX - Signs in Residential Developments.

Other regulations may be considered concerning:

(a) hours of delivery near residential areas;

(b) paving or gravel on lanes between commercial and residential areas;

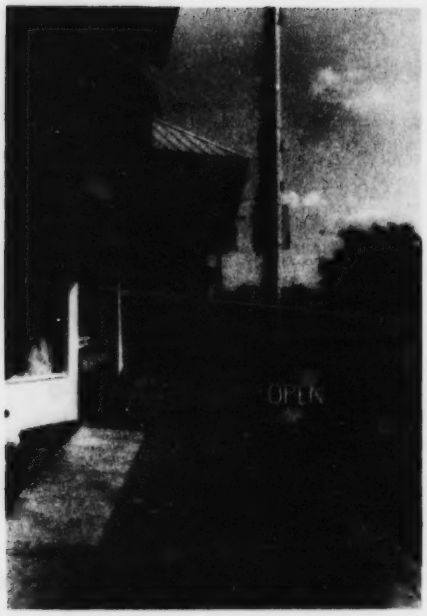
(c) truck parking near residential areas;

(d) enforcement of truck route use;

(e) maintenance of commercial and institutional property (weeds, litter, scrap, etc.);

(f) renovation, removal or demolition of obsolete and dilapidated buildings, sheds, garages, etc.

2.3.4 Council should adopt and follow the general guidelines of the Northeast Calmar Area Structure Plan to direct eastward expansion of the central business district and future highway commercial development.

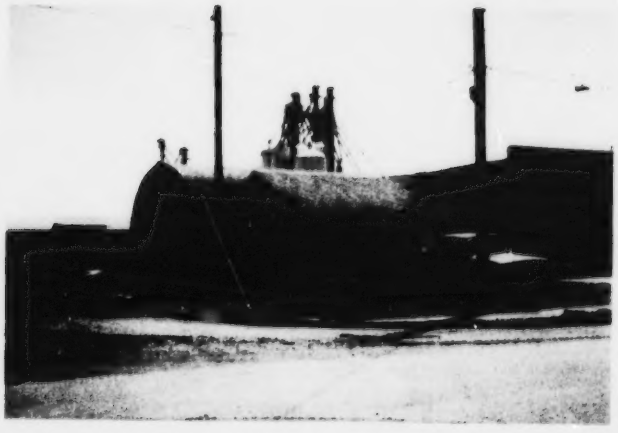


CENTRAL BUSINESS DISTRICT
MAIN STREET
(50th Avenue)

VEHICLE ORIENTED COMMERCIAL
(EAST)
(50th Avenue)

VEHICLE ORIENTED COMMERCIAL
(WEST)
(50th Avenue)

MIXED LAND USE AREA
(49th Avenue)



3.0 CIRCULATION AND PARKING

3.1 Introduction

Calmar is one of Alberta's few remaining urban centres with a provincial highway as a main street. To date, the Town of Calmar and Alberta Transportation have worked together to make this primary provincial highway as safe and efficient as possible.

Vehicle and Pedestrian Circulation

Highway 39 is a primary provincial highway used by thousands of vehicles of all kinds every day. For this reason, Highway 39 (50th Avenue) creates both opportunities and constraints for Calmar's downtown. Opportunities exist in terms of market potential and accessibility; constraints relate to noise, pollution and safety problems, parking and access, restrictions on physical downtown improvements and "segmentation" of the Town into a north sector and a south sector.

Fiftieth Street (Secondary Road 795) is an arterial road south of 50th Avenue and a local residential road, at present, north of 50th Avenue. Other important roads in the downtown study area are 51st Avenue, 49th Street, 47th Street and 49th Avenue (Map 8 - Major Roadways). Fiftieth Avenue, 50th Street, 49th Avenue and part of 47th Street have been designated as both a truck route and a dangerous goods route.

Both 50th Avenue (Highway 39) and 50th Street (Secondary Road 795) handle large volumes of traffic. Little can be done to reduce or reroute traffic, but pedestrian/vehicle conflicts may be reduced by such means as:

(a) reducing traffic speeds within the corporate limits, rather than just within the developed portion of Town;

(b) painting additional crosswalks, for example, across 50th Avenue west of 47th Street and across 50th Street south of 50th Avenue (Map 9 - Pedestrian Circulation);

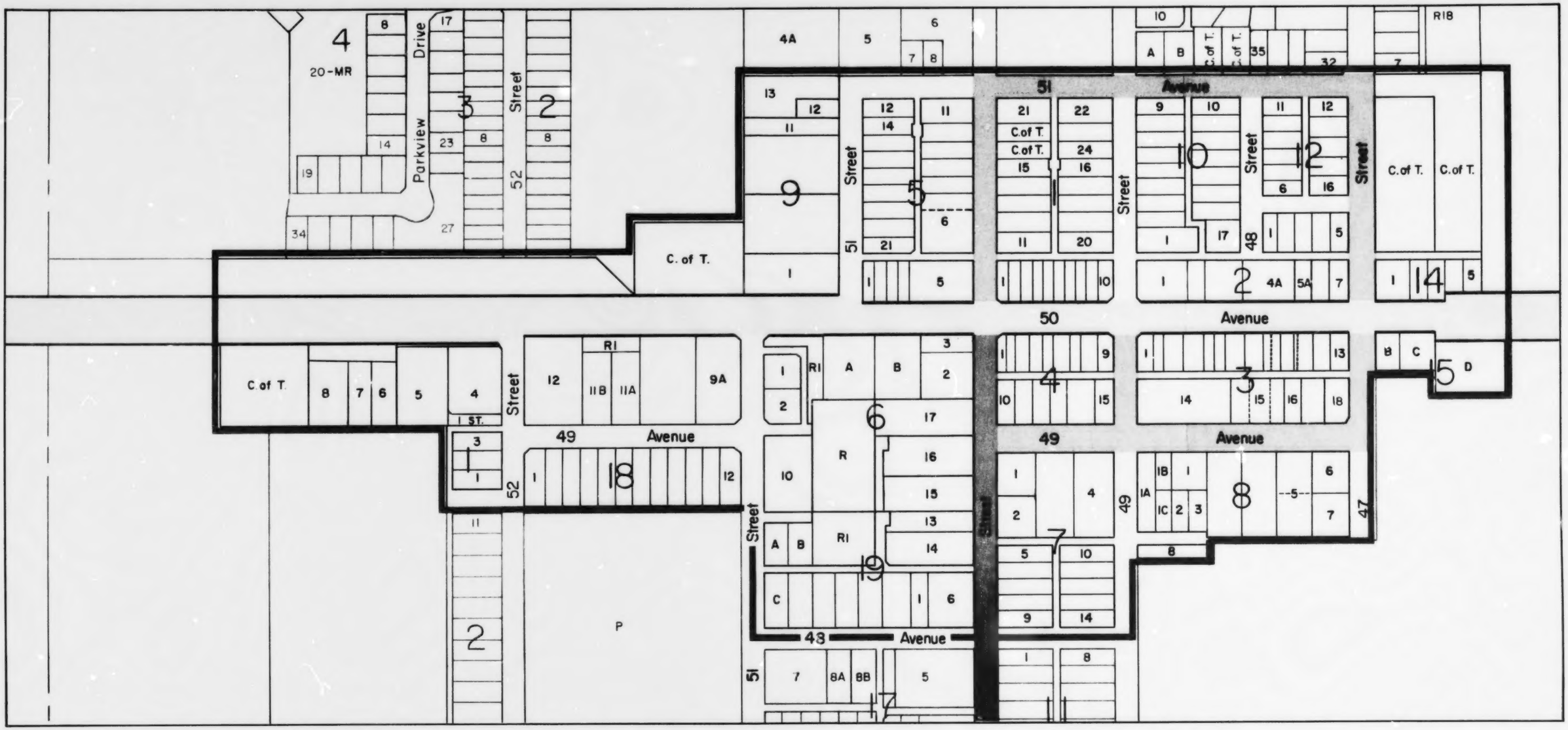
(c) upgrading existing sidewalks and constructing new sidewalks where pedestrian use is heavy (see Map 9);

(d) providing warning signs with respect to pedestrians, especially children;

(e) flaring out curbs along 50th Avenue to visually "narrow" the street and to make pedestrians more visible to moving traffic;

(f) where boulevards exist, using fencing or landscaping to discourage jaywalking; and

(g) using patterned or textured pavement to differentiate pedestrian areas from vehiclar areas.



Major Arterial (Highway 39)

Minor Arterial (Secondary Road)

Collector

Edmonton Metropolitan Regional Planning Commission

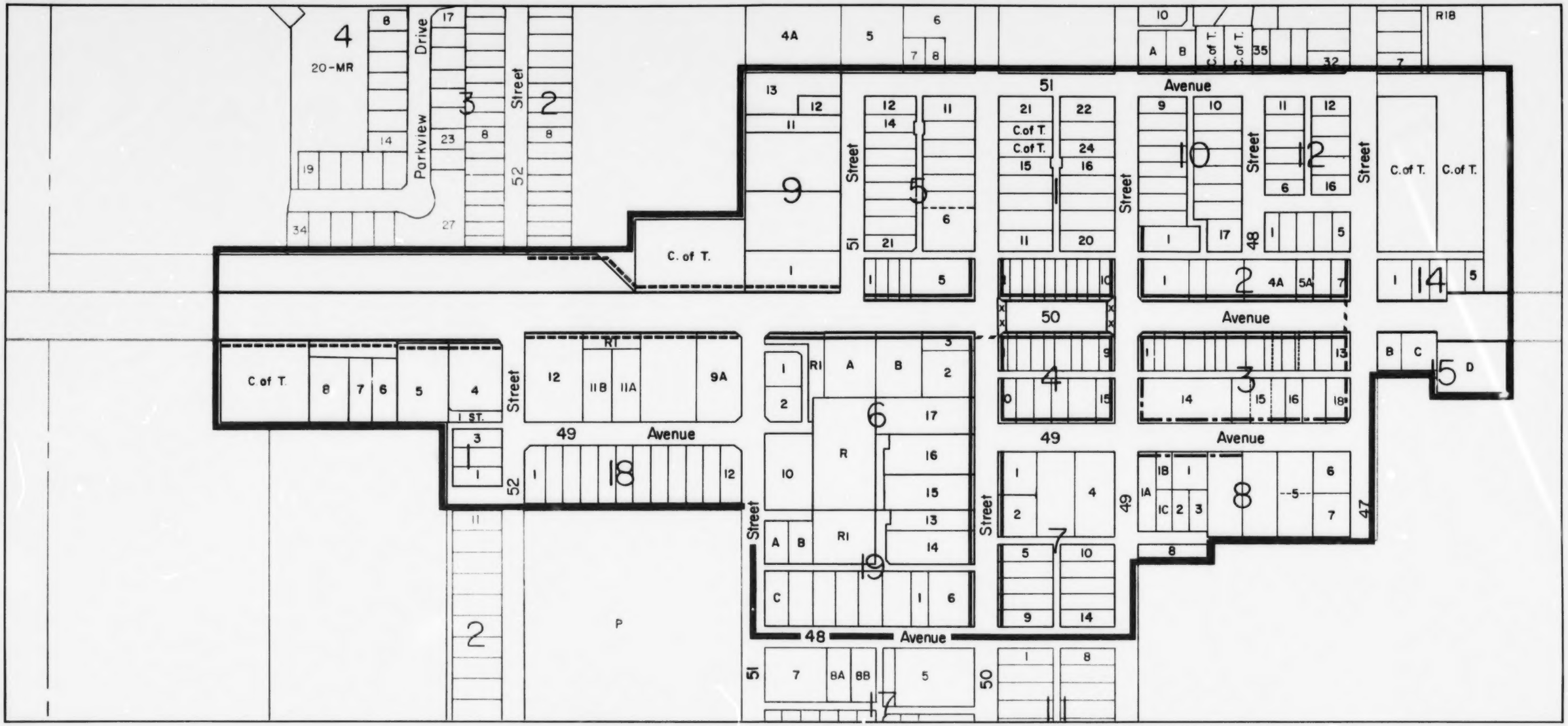
0 100 200 300 400 feet
0 50 100 metres

N

Map 8

MAJOR ROADWAYS

CALMAR
DOWNTOWN PLAN



Sidewalks in Good Condition

Sidewalks in Poor Condition

Proposed Sidewalks

Existing Controlled Crosswalk

Proposed Crosswalk

Edmonton Metropolitan Regional Planning Commission

0 100 200 300 400 feet
0 50 100 metres

N

Map 9

PEDESTRIAN CIRCULATION

CALMAR DOWNTOWN PLAN

Parking

Within the central business district, customer parking is generally restricted to on-street parking. One or more municipal parking lots may be necessary to ease the parking congestion in this area.

In the vehicle oriented areas of the downtown, most developments provide off-street parking. Because of highway access restrictions, future developments outside the central business district will likely be required to provide off-street parking.

Unlimited heavy (over one ton) truck parking is permitted only along the north side of 49th Avenue and portions of 47th and 49th Streets. Two-hour truck parking is allowed along portions of 50th Avenue west of 50th Street and overnight parking along the north side of 50th Avenue between 47th and 50th Streets. Parking of large trucks in the central business district is not recommended. Large trucks and tractor-trailer combinations detract from the visual appearance of the downtown, take up a disproportionately large segment of Main Street parking and may, in the future, interfere with customer or participant evening parking. A possible solution would be the development of a parking lot for heavy vehicles.

3.2 Policies

3.2.1 The Town shall try to provide a safe and efficient pedestrian and vehicular transportation network.

3.2.2 The Town shall continue to work with Alberta Transportation to minimize problems associated with Highway 39 in its function as a provincial highway and as Main Street.

3.2.3 The Town will consider requiring new developments to provide parking at the rear, rather than at the front, of buildings in the central business district.

3.3 Actions

3.3.1 The Town will continue to monitor the impact of Highway 39 traffic on the downtown and inform Alberta Transportation of changes, problems, new developments, etc. that affect or could affect Highway 39.

3.3.2 Council will request information updates from Alberta Transportation on such factors as highway improvements, roadway widening requirements and traffic volumes.

3.3.3 Council will continue to work with Alberta Transportation to minimize conflicts between development requirements and highway requirements regarding access points, service roads, landscaping, etc.

3.3.4 Council will restrict the movement of dangerous goods to the dangerous goods route designated in the Traffic By-law.

3.3.5 Council will restrict the movement of heavy truck traffic to the truck routes designated in the Town of Calmar General Municipal Plan.

3.3.6 Council will review the Land Use By-law regulations with respect to parking and parking requirements and their possible effect on downtown development. Among the areas which could be examined are:

(a) the actual number of parking stalls required for different types of developments;

(b) the "staggered" sharing of stalls (e.g. daytime and evening use);

(c) "pooled" parking stall requirements; and

(d) the inclusion of on-street parking in the total parking stall requirements.

3.3.7 Council may consider the purchase and development of one or more municipal off-street parking lots.

3.3.8 The Town should examine the situation regarding loading and off-loading for businesses in the central business district.

3.3.9 Council may wish to review the regulations on heavy vehicle parking in the central business district.

3.3.10 The Town should consider, as part of downtown improvement, such pedestrian safety features as flared curbs, additional crosswalks and pedestrian warning signs.

3.3.11 The Town should continue with a program of sidewalk construction and/or repair with particular emphasis on:

(a) the north side of 49th Avenue between 47th and 50th Streets;

(b) 47th Street between 49th Avenue and 50th Avenue;

(c) the north side of 50th Avenue from 52nd Street eastwards;

(d) the south side of 50th Avenue as development occurs;

(e) parts of 49th Street between 49th Avenue and 50th Avenue.

3.3.12 At some time in the future, the Town may consider replacing the existing concrete sidewalks with a distinct patterned or textured pavement to visually differentiate between pedestrian and vehicular areas; this decision could be made upon initiation of a program of sidewalk construction and/or repair, as noted above in 3.3.11. This should be done with reference to the Urban Design report guidelines.

3.3.13 Council will continue to monitor local traffic circulation, and, at such time as is considered necessary, will have prepared a local transportation study based on new residential and/or commercial development, population growth, changes in local traffic patterns, areas of pedestrian/vehicular conflict, etc.

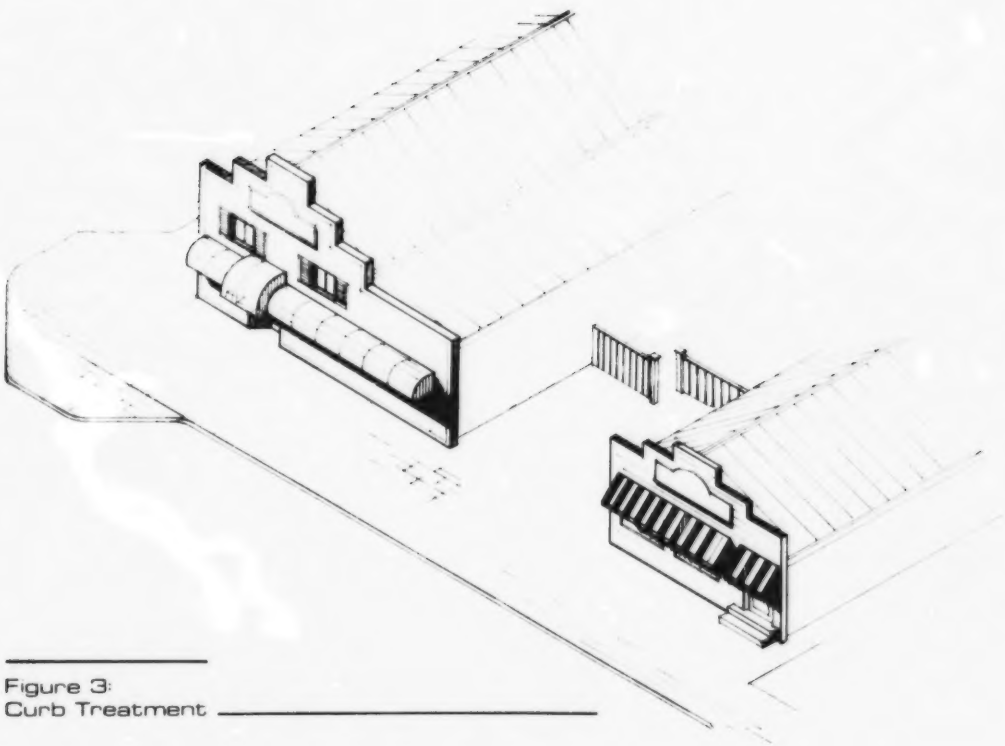


Figure 3:
Curb Treatment

4.0 UTILITY SERVICING

4.1 Introduction

Utility servicing plays a key role in downtown redevelopment and expansion. Downtown redevelopment may be limited by existing water, sanitary sewer and storm water systems capacity. Downtown expansion will be affected by the potential for, and costs associated with, upgrading and extending the utility infrastructure.

The Town of Calmar is a member of the Capital Southwest Regional Water Commission and is supplied with treated Edmonton water through the regional water-line. The 1983 design capacity of the regional water-line portion servicing Calmar is 8,000 persons. In 1986, a new water reservoir was constructed with a design capacity of 2,000 persons.

The Town's existing sewage treatment facilities are inadequate for the present population of 1,160 people. The Town is currently in the process of acquiring land for a new sewage lagoon. Existing facilities will be rebuilt and expanded.

Disposal of storm water runoff is accomplished by means of ditches and storm sewers which empty into Conjuring Creek.

Utility servicing constraints will, to some extent, determine the direction of commercial expansion in Calmar. Commercial development in Northeast Calmar will occur only if:

(a) the development is large enough to support the construction of water and sewer trunk lines; or

(b) the development is of the type that requires little in the way of servicing.

Any commercial development on the south side of 50th Avenue west of 52nd Street must be of sufficient scale to support the extension of water, sanitary sewer and storm sewer trunk lines southward under the highway from Westview Estates. The area west of 52nd Street is not serviced by the Town's existing utility infrastructure.

Standards for upgrading and extending the utility infrastructure to service new development have been adopted by the Town.

4.2 Policies

4.2.1 The Town shall continue to upgrade the sanitary sewage treatment facilities.

4.2.2 The Town will monitor the demand for increased utility services in the downtown.

4.2.3 The Town shall ensure that future commercial developments conform with the Town's overall utilities system.

4.3 Actions

4.3.1 The Town will continue to follow the recommendations of the Town of Calmar - Preliminary Engineering Study, Sewage Treatment Expansion, 1980.

4.3.2 The Town may consider changing existing dead-end water-mains to looped water-mains, particularly in areas adjacent to future expansion areas.

4.3.3 The Town will undertake continuous review of the water and sanitary sewer service in the downtown to better enable the Town to schedule improvements, determine the method of financing and allocate improvement costs between the public and private sectors.

4.3.4 The Town will require upgrading and installation of utilities to service new development to be in accordance with Town standards contained in the report entitled Town of Calmar - General Design Standards of Local Improvements Required for Developments by Private Developers and with any requirements of the private utility companies.

4.3.5 The Town should undertake a study to determine the size and elevations of storm and sanitary trunk lines and water feeder mains required for full development within the existing Town limits, as discussed in the Town of Calmar General Municipal Plan.

With a modern water supply and distribution system, water is now stored in a large underground reservoir under Woodland Park.

5.0 DESIGN ELEMENTS

5.1 Introduction

In Calmar, as in many municipalities, the downtown is the hub around which the community revolves. The well-being of the whole community is often reflected in the well-being of its business district; the well-being of the business district is often reflected in its visual appearance.

The Town of Calmar, with Highway 39 as its Main Street, is visually "on show" to thousands of people every day. The physical structure of the downtown - the roadways, sidewalks, buildings, streetspaces, landscaping and street fixtures - produces an immediate and lasting impression of the downtown area. As part of downtown revitalization, the Town of Calmar wishes that impression to be favourable.

Maintenance and repair is the first priority. After maintenance and repair, there are other aspects of the streetscape which can be considered. Suggestions and guidelines for both existing and future developments are contained in the background report Urban Design.

The Town of Calmar wants to maintain the downtown, especially the central business district, as a "Small Town Main Street". In terms of streetscape, a "small town main street" means one- and one and a half-storey buildings; large, inviting windows; warm colours and natural building materials; bright, clean, interesting signs; landscaping; street furniture; gathering places for pedestrians; and so on. In terms of atmosphere, a "small town main street" means cleanliness; a welcoming attitude towards friends and strangers; friendly, courteous service; and a feeling of calm prosperity and people working together.

Whether or not people stop for goods and services (and the more attractive and inviting the downtown, the more likely they are to stop), community pride should dictate that the downtown be an attractive and inviting focal point.

5.2 Policies

5.2.1 The Town shall work with the business community to ensure a quality urban environment in the downtown through orderly, comprehensive and co-ordinated maintenance and improvement of buildings and other streetscape features.

5.2.2 The Town shall promote a "Small Town Main Street" environment and atmosphere in the downtown area.

5.2.3 The Town shall endeavour to maintain and/or improve all public property in the downtown area.

5.2.4 The Town shall encourage owners of vacant land to maintain their properties free of debris, weeds and overgrown grass.

5.2.5 The Town shall encourage owners of vacant or occupied buildings to maintain their properties at a reasonable level of repair.

5.3 Actions

5.3.1 Council should implement the urban design guidelines of the background report Urban Design, based on established priorities, budget considerations, timelines and personnel.

5.3.2 The Town should co-ordinate its public works programme, to maintain and improve public property as part of the overall downtown improvement programme.

5.3.3 Council should continue to enforce the Town's Minimum Maintenance By-law to ensure an acceptable standard of maintenance for private property.

5.3.4 The Town should work with the business community and downtown residents to encourage and co-ordinate maintenance and improvement efforts for both public and private property.

5.3.5 Council should establish general streetscape improvement guidelines that reflect the image of the downtown as a "Small Town Main Street."

5.3.6 Council should investigate financial or other incentives (perhaps through municipal by-law) to encourage property improvements.

5.3.7 The Town should designate the Town Office/Public Library building as the community's focal point, and create a "civic corner" which incorporates design elements similar to those shown in the background report Urban Design.

5.3.8 The Town, the Ukrainian National Home and the Calmar and District Senior Citizens Club should work together to create an outdoor social gathering place similar to the "Pioneer Square" shown in the background report Urban Design.

5.3.9 The Town should encourage private property owners and renters in the downtown area to landscape, and provide street furniture and amenities, in setback areas and sideyards.

5.3.10 Wherever possible, the Town should retain existing healthy trees and shrubs.

5.3.11 The Town should upgrade and maintain its street signs and, wherever possible, combine signs to improve street appearance.

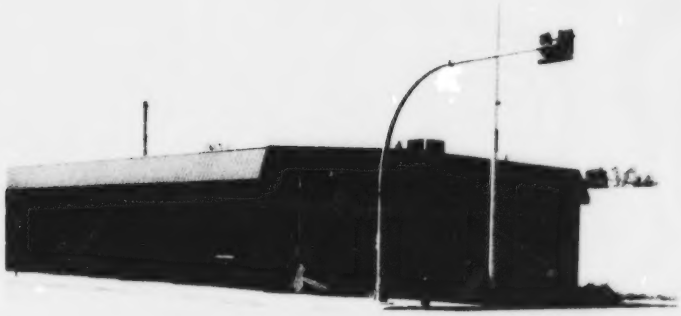
5.3.12 Where street amenities are placed on public property, the Town should encourage the business community to assist with acquisition, installation, maintenance and upkeep.

5.3.13 When new buildings are proposed or existing ones renovated, the Town should encourage the property owners to maintain the "small town main street" theme by following the building guidelines of the Urban Design background report. The Town could also ask the Edmonton Metropolitan Regional Planning Commission for additional specific building or landscaping suggestions.

5.3.14 The Town should encourage the business community to co-ordinate exterior building details, such as signs, awnings and materials, based on the guidelines of the Urban Design background report.

5.3.15 The Town, in consultation with other interested parties, should implement a design concept for its pedestrian walkways which can be incorporated into the construction of new, or repair of existing, sidewalk surfaces.

5.3.16 The Town should ask community clubs and organizations and individual residents to assist in downtown beautification projects.



Town of Calmar
Civic Administration Office

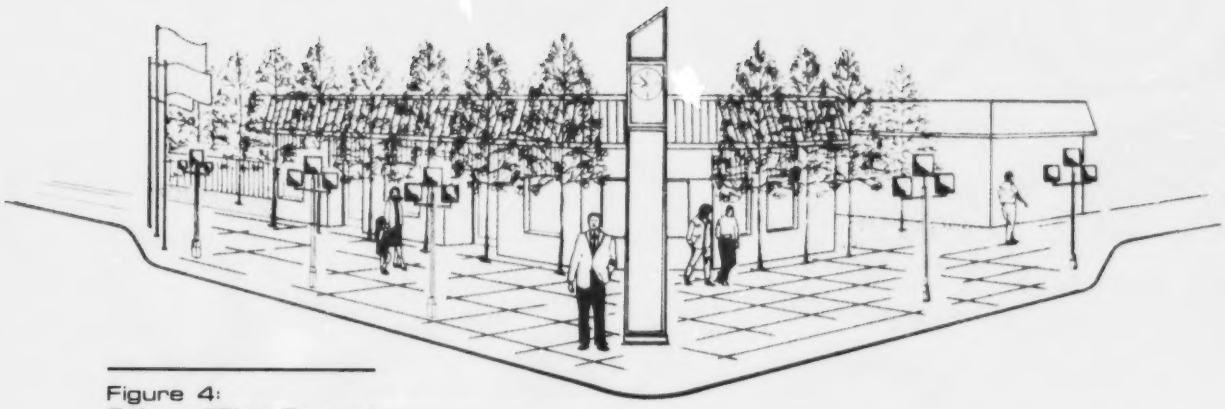
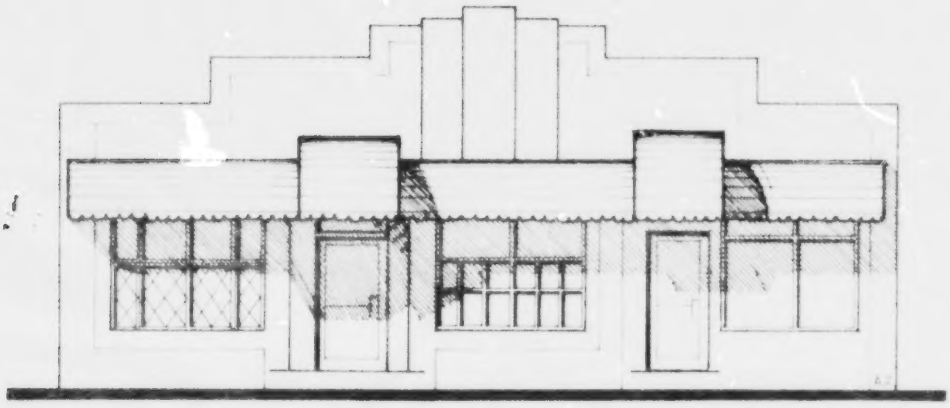


Figure 4:
Calmar "Civic Corner"
Design Concept



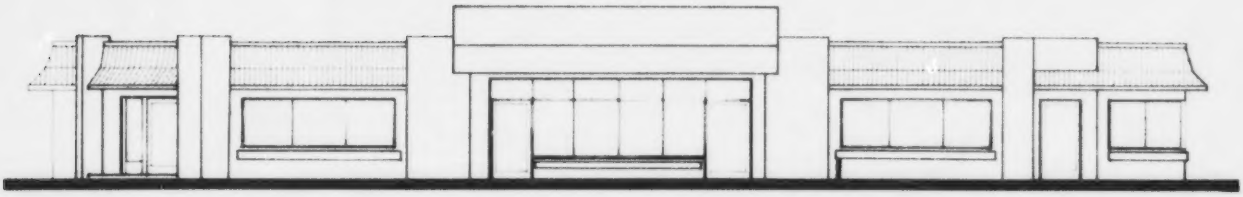


Figure 5: Suggested Building Improvements

6.0 ORGANIZATION

6.1 Introduction

A key element in any downtown improvement plan is organization. All parties involved (Council, Administration, the business community, community organizations and individual residents) must be willing and able to implement the necessary policies and actions.

Any efficient, effective organization must have a clear understanding of the following factors:

(a) the organization's goal(s),
(b) the objectives by which the goal(s) will be achieved,
(c) the organization's mandate,
(d) the organization's responsibilities,
(e) the leadership,
(f) the amount of time involved,
(g) the membership, and
(h) the method(s) of recruiting new members.

Existing Organizations in Calmar

There are already several existing organizations in Calmar which affect the downtown to a greater or lesser extent.

(a) The Town Council controls development in and around the downtown by means of statutory plans (e.g. the General Municipal Plan) and legislation (e.g. the Land Use By-law), collects municipal revenue, promotes the downtown and the community as a whole, prepares and adopts a municipal budget, provides information, encourages new investment, encourages existing businesses to remain and expand and liaises with government and development agencies.

(b) The Town Administration and Public Works, through its various departments, enforces municipal legislation and Council's decisions, assists developers and entrepreneurs, provides information and carries out maintenance and improvement programs for public property.

(c) The Chamber of Commerce promotes the business community, represents the business community to Council, provides information, promotes co-operation and acts as a forum for all businesses in the community.

(d) The Economic Development Committee is responsible for short- and long-term economic planning based on research and the preparation of an economic development strategy, providing information to potential investors, encouraging new development, investigating funding sources and keeping Council advised on economic matters.

(e) Community Organizations provide physical and social amenities, encourage community involvement, maintain their own facilities in the downtown area and promote recreational and social use of the downtown.

Suggested Additional Organizations and Responsibilities

There are many aspects of downtown improvement and revitalization which would justify establishing separate committees. Calmar, like many communities of similar size, has limited human resources; therefore, existing organizations may have to increase their responsibilities or take on new responsibilities.

(a) Downtown Plan Implementation - a Downtown Plan Implementation Committee could be an "umbrella" organization assigning responsibilities, establishing priorities, setting time lines and co-ordinating the efforts of all parties involved in the downtown; the present Downtown Plan Committee or the Chamber of Commerce could assume this responsibility once the plan is adopted.

(b) Downtown Promotion - a Downtown Promotional Committee or manager would be responsible for planning, co-ordinating and analyzing downtown promotional activities; if a temporary or permanent promotion manager cannot be hired, the Chamber of Commerce may take responsibility for a co-ordinated promotion strategy.

(c) Business Organization - a Downtown Business Association could include anything from informal coffee meetings to a formally legislated Business Revitalization Zone. The purpose of a downtown business association is to encourage businesses to work together for the "common good". The Business Revitalization Zone (BRZ) concept, under the Municipal Government Act, goes further, in that it allows funds to be levied from all those businesses situated within the BRZ; these funds can then be applied to projects and programmes of common benefit to all the businesses.

(d) Tourism - a Tourism Committee would be responsible for improving Calmar's tourist services to take maximum advantage of Highway 39 and nearby Wizard and Pigeon Lakes; however, the Economic Development Committee may include tourism as part of its economic development strategy.

(e) Beautification - a Beautification Committee could be responsible for co-ordinating individual and group beautification efforts, investigating funding sources for specific beautification projects and providing information and advice to individual downtown establishments; however, this could also be an on-going responsibility for the Downtown Plan Committee or the Chamber of Commerce.

(f) Historical Research - an Historical Committee could be responsible for making Calmar's history a feature of downtown improvement; very often, a seniors organization is active in historical research and promotion.

Downtown revitalization will not happen overnight. Downtown revitalization will not happen at all unless there is a solid organizational structure in place to implement the Downtown Plan.

6.2 Policies

6.2.1 Council, with the assistance of the Chamber of Commerce, the Economic Development Committee and other relevant committees, should develop a co-ordinated approach to downtown improvement.

6.2.2 The Town shall encourage business and community organizations to work together and operate effectively.

6.2.3 The Town shall encourage effective communication and the definition of roles and responsibilities among all the organizations involved in downtown improvements.

6.2.4 The Town shall encourage residents of all ages and abilities to volunteer time, money, material and/or talent towards downtown improvements.

6.2.5 The Town shall co-operate with the business community and community organizations in the implementation of downtown policies and actions.

6.3 Actions

6.3.1 Council should appoint at least one Councillor to attend meetings of the Chamber of Commerce.

6.3.2 Council will assist the Economic Development Committee by:

(a) appointing at least one member of Council and one member of the administration to be part of that Committee;

(b) providing specific information about the Town of Calmar as requested for the preparation of brochures, etc;

(c) investigating funding sources and making the necessary applications;

(d) undertaking any other duties deemed appropriate to their role in downtown improvements.

6.3.3 Council should encourage the Chamber of Commerce to work closely with the Economic Development Committee in tasks related to:

(a) liaising with local businesses;

(b) seeking the participation of local businesses at local or regional trade fairs;

(c) undertaking tourism promotional events.

6.3.4 Council should also encourage the Chamber of Commerce to:

(a) to hold regular meetings;

(b) appoint a member of their Executive to attend all Council meetings.

6.3.5 Council will encourage community organizations and schools to:

(a) participate in and create community events;

(b) maintain their facilities as "show places" in the community (Ukrainian National Home, Seniors Drop-in Centre, Royal Canadian Legion);

(c) assist as much as possible in downtown improvement projects by donating funds, materials, time and skills.

6.3.6 Council should encourage all organizations (Town, business and community) to communicate with each other, for example, using one or more of the following methods:

(a) a regular newsletter;

(b) formal meetings;

(c) informal "coffee klatches" or get-togethers;

(d) workshops;

(e) representatives (e.g. a representative of the downtown business community attending Council meetings).

6.3.7 Council should consider the use of newsletters, magazines, VCR's, movies, etc., to provide education and information about downtown revitalization. Some examples are:

(a) "Small Town" magazine;

(b) the Downtown Idea Exchange;

(c) Main Street cassettes and VCR's;

(d) Heritage Canada's Main Street programme resources;

(e) a newsletter between small towns in the Edmonton Region and/or outside the Region;

(f) publications from Alberta Small Business and Economic Development; and

(g) publications from the Edmonton Metropolitan Regional Planning Commission.

6.3.8 Council members should meet with business people on a one-to-one basis, as well as in a group situation.

6.3.9 Council could encourage or sponsor committee chairmen and members to attend seminars, workshops, leadership training courses, etc., to strengthen leadership qualities in terms of presentation, motivation and organization.

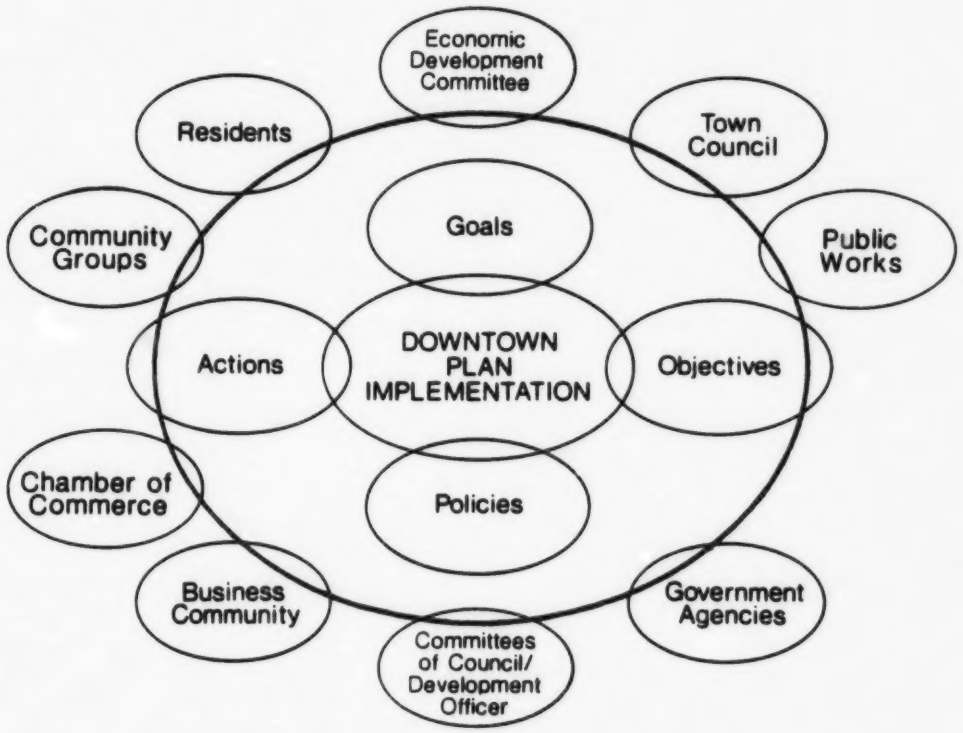


Figure 6: Plan Implementation

7.0 BUSINESS DEVELOPMENT

7.1 Introduction

Calmar's downtown provides some basic goods and services to its market area. However, Calmar's proximity to Edmonton and Leduc, the costs associated with development and the generally poor economic conditions throughout the Region have discouraged major new investment in the downtown.

In order to attract new business and, at the same time, retain and encourage existing businesses, a community must develop a detailed economic plan or programme. This should involve the following:

(a) a realistic assessment of the community in terms of existing and potential land use, opportunities and constraints, existing and potential markets, physical and social amenities, existing businesses and current legislation;

(b) an economic development strategy which establishes goals and objectives, "target" businesses, "target" markets, an actual business recruitment plan and a promotional campaign;

(c) the actual implementation of the strategy which includes advertising, providing information through brochures and information packages and contacting both potential developers and local business people; and

(d) a guideline for monitoring, reviewing and, if necessary, updating the economic development plan (including goals and objectives), taking into account the changing situation in the Province, in the Region and in the community itself.

7.2 Policies

7.2.1 The Town shall promote the downtown, and the Town as a whole, on a regional and provincial level to attract new business investment.

7.2.2 Council shall work closely with the Economic Development Committee in the preparation and implementation of an economic development strategy.

7.3 Actions

7.3.1 Council, in conjunction with the Economic Development Committee, should prepare an economic development strategy which includes a short-term and long-term economic plan.

7.3.2 Council will review the municipal by-law and development standards or regulations affecting new development and expansion or renovation of existing developments in the downtown area.

7.3.3 Council, in conjunction with the Economic Development Committee, will continue to work with government and development agencies.

7.3.4 Council will work with the Edmonton Metropolitan Regional Planning Commission to ensure that information for the Town of Calmar is correct and up-to-date.

7.3.5 Council, in conjunction with the Economic Development Committee, should prepare an information package for distribution to potential developers.

7.3.6 The Town should provide potential developers and local entrepeneurs with up-to-date information on the planning processes (subdivision, rezoning, development permit, development appeal, building permit, etc.) and development regulations (with respect to access, parking, utilities, screening, building height, setbacks, lot coverage, signs, etc.) through such means as:

(a) charts

(b) graphics

(c) brochures

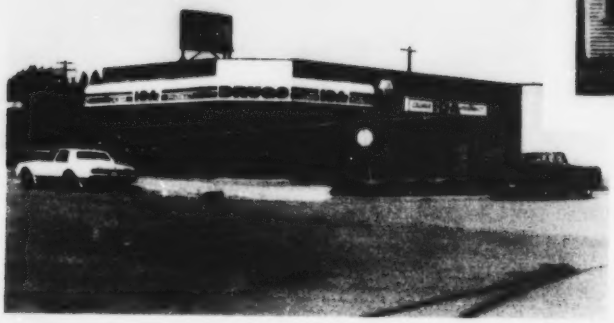
(d) booklets

for display and distribution; when inquiries come in, this information should be readily available.

7.3.7 Council, in conjunction with the Economic Development Committee, should meet with individual businesses and the business community and use the information from the Downtown Business Survey to prepare an economic development strategy.

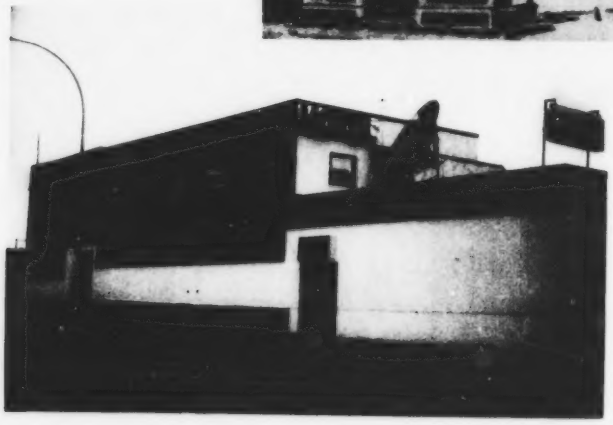
7.3.8 The Town, in conjunction with the Economic Development Committee and the Chamber of Commerce, should participate in trade shows and fairs.

7.3.9 Council may consider enacting a by-law permitting the formation of a Business Revitalization Zone (BRZ) if requested to do so by the business community.



CALMAR HOTEL

CHANGES



CALMAR TRADING CO.

TRADING
CALMAR
EST 1936
POST

8.0 PROMOTION

8.1 Introduction

In terms of downtown revitalization, promotion can be undertaken on three levels:

(a) at the Town or community level, through Council, Administration, the Chamber of Commerce and the Economic Development Committee or similar organization;

(b) at the downtown level, through a downtown business association (which could be the Chamber of Commerce), a business revitalization zone (BRZ), a promotion manager or a promotional committee or similar organization; and

(c) at the local level, with each business acting on an individual basis.

The most effective promotional strategy incorporates all three levels of promotion.

At the community level, a promotion strategy is generally designed to attract new investment, provide information to potential markets and improve communication with government and other related agencies. Promotion techniques at this level tend to be fairly technical, with an emphasis on legislation and the collection and distribution of information.

At the downtown level, promotion efforts are usually geared towards organizing special events, co-ordinating sales, encouraging co-operation among downtown businesses and community organizations, providing information and keeping existing and potential downtown users informed about what is happening in the downtown.

At the local level, business promotion or merchandising is concerned with increasing the business profit margin. Promotion is not limited to advertizing; friendly courteous service, interest in customer suggestions, convenient operating hours, clean and accessible premises, competitive prices and a good product selection are all factors that "promote" a business.

A co-ordinated promotional strategy is usually most effective. However, a co-ordinated promotional strategy will never compensate for high prices, limited product selection, inconvenient and unco-ordinated business hours, poorly maintained premises and poor service.

8.2 Policies

8.2.1 Council, in conjunction with the Chamber of Commerce and other committees, shall endeavour to attract economic activities to the Town through an effective promotional campaign.

8.2.2 The Town shall actively promote the downtown, both locally and regionally, in order to strengthen its trading area and increase its market share.

8.2.3 The Town should support local merchants, where possible and practical, in promoting individual businesses and the downtown as a whole.

8.3 Actions

8.3.1 Council will support a downtown promotional campaign.

8.3.2 Council, in conjunction with the Chamber of Commerce, will endeavour to provide information (through such means as speakers, workshops, invited representatives from Alberta Small Business, etc.) to business people on merchandising and promotion.

8.3.3 Council, in conjunction with the relevant committee(s), will attempt to have downtown improvements and promotional events advertised in the media, locally and, if possible, regionally.

8.3.4 Council may consider investigating the possibility of hiring a full-time or part-time downtown promotion co-ordinator; if a business revitalization zone is established, Council may consider encouraging the member businesses to hire a promotion manager.

8.3.5 Council will encourage businesses and organizations to co-operate in downtown promotional events.

8.3.6 Council may wish to examine any by-law regulations that might unnecessarily hinder promotional displays or events, for example, in terms of signs and posters, sidewalk sales, street vendors, parking, street closures, etc.

CALMAR

YOU'RE ALWAYS WELCOME

V. IMPLEMENTATION

1.0 Introduction

Preparation of a Downtown Plan is only the first step in downtown revitalization. Implementation of the Downtown Plan is a long term process which requires the continuous commitment, enthusiasm and dedication of the community.

2.0 Priorities and Responsibilities

The success of the Downtown Plan will depend on the co-operation of the Town Council, the Town Administration, the business community, community organizations, private individuals and government agencies. Table 1 lists those groups and individuals responsible for implementing the many recommended Downtown Plan actions.

Some actions may be quickly and easily implemented; others may involve negotiation, lobbying or large expenditures. Nevertheless, all actions are related and work together to support the goals, objectives and policies of this Plan.

Table 1 summarizes the Downtown Plan's recommended actions and lists them in order of priority. First priority should be given to adoption of the Plan and revision of the Land Use By-law. As noted in Table 1, implementation of several actions has already begun.

3.0 Monitoring and Review

To be successful, the Plan must be flexible, but its objectives should not be compromised. The implementation of the Downtown Plan should be seen as a continuous process which includes implementing and revising this Plan as necessary to meet Town objectives. Council should continue to encourage residents and businesses to identify issues and opportunities which may be incorporated into development strategies. Proposed short term actions should be evaluated in part to determine whether they are consistent with the Town's overall objectives.

As the Town grows and develops, updating or fine tuning of the Plan may be required to reflect changes in attitude and other factors unforeseen at the time of its preparation.

At some point, normally after a five year period, this Plan should be reviewed to determine if it is still an accurate expression of the Town's wishes and desires or at any time as changing circumstances warrant.

ACTION NO.	PRIORITIES AND RESPONSIBILITIES	ACTION STARTED	COUNCIL	COMMITTEES OF COUNCIL	PUBLIC WORKS	ECONOMIC DEVELOPMENT COMMITTEE	CHAMBER OF COMMERCE	BUSINESS COMMUNITY	COMMUNITY GROUPS	TOWN PLANNER	GOVERNMENT AGENCIES
2.3.1	Review the Land Use By-law district map to ensure sufficient land is available to accommodate commercial needs.		•	•						•	
2.3.1 (a)	Redistrict Lots 1-4, Block 3 from DC-2 (Direct Control) to C-1 (Central Business District Commercial).		•								
2.3.1 (b)	Redistrict Blocks 7 and 8; Lots 10-15, Block 4; and Lots 14-19, Block 3 from DC-2 and R-1B to a commercial transition district.		•								
2.3.1 (e)	Redistrict Lot 6, Block 6 (the Town reservoir) from C-2 (Neighbourhood Commercial) to P-1 (Recreation).		•								
2.3.1 (c)	Redistrict the DC-2 district west of 52nd Street to C-3 (Vehicle Oriented Commercial).		•								
2.3.1 (d)	Redistrict Lot 12 in the DC-2 district immediately east of 52nd Street to R-1A (Residential).		•								
2.3.2	Review the Land Use By-law for regulations which may hinder development, such as Section 45 - Parking and Loading Regulations.		•	•						•	
2.3.3	Review the Land Use By-law and other by-laws to provide adequate protection to residential neighbourhoods adjacent to non residential development.		•	•						•	

ACTION NO.	PRIORITIES AND RESPONSIBILITIES	ACTION STARTED	COUNCIL	COMMITTEES OF COUNCIL	PUBLIC WORKS	ECONOMIC DEVELOPMENT COMMITTEE	CHAMBER OF COMMERCE	BUSINESS COMMUNITY	COMMUNITY GROUPS	TOWN PLANNER	GOVERNMENT AGENCIES
4.3.1	Upgrade the sewage treatment facilities.	•	•	•							•
7.3.1	Prepare and implement an Economic Development Strategy.	•	•			•					
7.3.2	Review municipal by-laws and development standards affecting new development and expansion or renovation of existing developments.		•	•					•		
7.3.7	Obtain business development information from individual businesses and the business community.		•			•					
6.3.8	Encourage co-operation and communication between Council and the business community.		•				•	•			
5.3.5	Establish streetscape guidelines for a "Small Town Main Street" downtown image.	•	•	•					•		
5.3.1	Implement the urban design guidelines of the Urban Design background report.	•	•	•				•	•	•	
5.3.4	Encourage and co-ordinate maintenance and improvement efforts for public and private property.		•	•			•			•	
5.3.2	Maintain and improve public property.		•		•					•	
5.3.3	Enforce the minimum maintenance by-law.		•	•							

ACTION NO.	PRIORITIES AND RESPONSIBILITIES	ACTION STARTED	COUNCIL	COMMITTEES OF COUNCIL	PUBLIC WORKS	ECONOMIC DEVELOPMENT COMMITTEE	CHAMBER OF COMMERCE	BUSINESS COMMUNITY	COMMUNITY GROUPS	TOWN PLANNER	GOVERNMENT AGENCIES
5.3.7	Budget for and begin work on the 'Civic Corner'.	•	•	•	•					•	
5.3.15	Budget for and begin work on flared curbs at 49th Street/50th Avenue and 50th Avenue/50th Street.	•	•	•	•					•	
5.3.6	Investigate incentives to encourage private property improvements.		•								
7.3.5	Prepare an information package for potential developers.	•	•			•					
7.3.6	Provide potential developers and local entrepreneurs with up-to-date information on the planning process through (a) charts (b) graphics (c) brochures (d) booklets, etc.	•	•	•		•					
8.3.1	Prepare a downtown promotional campaign.						•				
7.3.3	Participate in trade shows, etc.		•			•	•				
8.3.2	Provide information on merchandizing and promotion.						•				•
8.3.5	Encourage everyone to participate in downtown promotional events.		•				•	•	•		

ACTION NO.	PRIORITIES AND RESPONSIBILITIES	ACTION STARTED	COUNCIL	COMMITTEES OF COUNCIL	PUBLIC WORKS	ECONOMIC DEVELOPMENT COMMITTEE	CHAMBER OF COMMERCE	BUSINESS COMMUNITY	COMMUNITY GROUPS	TOWN PLANNER	GOVERNMENT AGENCIES
5.3.16	Encourage community groups to participate in downtown beautification projects.		•					•			
5.3.9	Landscape and provide public amenities on private property.						•	•			
5.3.10	Retain healthy trees whenever possible.		•		•		•	•			
5.3.8	Develop 'Pioneer' Square.							•			
5.3.13	Encourage new developments or renovations to follow the urban design guidelines of the Urban Design background report.	•	•	•		•	•	•	•		
5.3.14	Encourage co-ordination of exterior building details.	•	•	•		•	•	•	•		
3.3.1	Request information updates from Alberta Transportation regarding Highway 39 improvements, etc.		•								•
3.3.2	Inform Alberta Transportation of new developments, etc. affecting Highway 39.	•	•								•
3.3.3	Meet regularly with Alberta Transportation to address development/ highway conflicts.		•								•
3.3.6	Review by-law regulations concerning parking.		•	•						•	
3.3.5	Restrict truck traffic to the designated truck traffic route.	•	•		•						

ACTION NO.	PRIORITIES AND RESPONSIBILITIES	ACTION STARTED	COUNCIL	COMMITTEES OF COUNCIL	PUBLIC WORKS	ECONOMIC DEVELOPMENT COMMITTEE	CHAMBER OF COMMERCE	BUSINESS COMMUNITY	COMMUNITY GROUPS	TOWN PLANNER	GOVERNMENT AGENCIES
3.3.4	Restrict movement of dangerous goods to the dangerous goods route.	•	•	•							
3.3.9	Review the Traffic By-law with respect to heavy vehicle parking in the central business district.		•	•						•	
3.3.8	Examine the loading/off-loading situation for businesses in the central business district.		•	•							
3.3.10	Investigate pedestrian safety features.		•	•							•
6.3.1	Appoint a Council member to attend Chamber of Commerce meetings.	•	•								
6.3.2	Appoint a Council member to the Economic Development Committee.	•	•								
6.3.3	Encourage closer liaison between the Chamber of Commerce and the Economic Development Committee.	•	•			•	•				
6.3.4	Appoint a member of the Chamber of Commerce to attend Council meetings.	•					•				
6.3.5	Encourage community groups, schools and residents to participate in downtown improvements and activities.		•					•	•		

ACTION NO.	PRIORITIES AND RESPONSIBILITIES	ACTION STARTED	COUNCIL	COMMITTEES OF COUNCIL	PUBLIC WORKS	ECONOMIC DEVELOPMENT COMMITTEE	CHAMBER OF COMMERCE	BUSINESS COMMUNITY	COMMUNITY GROUPS	TOWN PLANNER	GOVERNMENT AGENCIES
6.3.6	Encourage all organizations to keep each other informed on a regular basis through (a) newsletters (b) meetings (c) informal get-togethers (d) representatives, etc.		•				•	•			
6.3.7	Provide information and education opportunities concerning downtown revitalization.	•	•			•					•
5.3.12	Encourage businesses to assist with street amenities on public property.		•			•	•				
5.3.11	Improve municipal street signs.	•	•		•						
4.3.3	Review utility services requirements to schedule improvements and assist development.		•	•	•						•
6.3.9	Assist in leadership training.		•			•	•	•			•
8.3.3	Advertise promotional events.		•			•					
8.3.6	Review municipal by-laws that might hinder or restrict promotional displays and events.		•	•		•			•		
3.3.1	Continue a program of sidewalk improvement.	•	•		•						•
3.3.12	Investigate pedestrian walkway surface treatments.	•	•		•				•		

ACTION NO.	PRIORITIES AND RESPONSIBILITIES	ACTION STARTED	COUNCIL	COMMITTEES OF COUNCIL	PUBLIC WORKS	ECONOMIC DEVELOPMENT COMMITTEE	CHAMBER OF COMMERCE	BUSINESS COMMUNITY	COMMUNITY GROUPS	TOWN PLANNER	GOVERNMENT AGENCIES
7.3.3	Approach government and development agencies and the Edmonton Metropolitan Regional Planning Commission for economic development information, ideas and suggestions.		•		•						•
3.3.7	Develop one or more municipal off-street parking lots.		•		•						
4.3.2	Change existing dead-end water mains to looped water mains.		•		•						•
4.3.4	Require upgrading and installation of utilities in new developments to be in accordance with municipal standards.		•	•							
8.3.4	Hire a downtown promotion co-ordinator.		•			•	•				
2.3.4	Adopt and follow the guidelines of the Northeast Calmar Area Structure Plan regarding commercial expansion.		•								
7.3.4	Work with the Edmonton Metropolitan Regional Planning Commission to update land use information.		•		•				•		•
4.3.5	Prepare a study on future utility servicing requirements, when deemed necessary.		•								•
3.3.13	Prepare a Transportation Study, when deemed necessary.		•								•

ACTION NO.	PRIORITIES AND RESPONSIBILITIES	ACTION STARTED	COUNCIL	COMMITTEES OF COUNCIL	PUBLIC WORKS	ECONOMIC DEVELOPMENT COMMITTEE	CHAMBER OF COMMERCE	BUSINESS COMMUNITY	COMMUNITY GROUPS	TOWN PLANNER	GOVERNMENT AGENCIES
7.3.9	Request Council to establish a Business Revitalization Zone.						•				
7.3.9	Enact a by-law to establish a Business Revitalization Zone.		•								